

F Y 2 0 0 1 A P P  
F Y 1 9 9 9 A P P

# Annual Performance Plan 2001

# Annual Performance Report 1999

## Departmental Overview



DEPARTMENT OF THE INTERIOR





Department of the Interior  
Departmental Overview  
Annual Performance Plan FY 2001  
Annual Performance Report FY 1999





DEPARTMENT OF THE INTERIOR  
MESSAGE FROM THE SECRETARY

I am pleased to submit this Departmental Overview Annual Performance Plan for fiscal year 2001 to Congress. This Plan is combined with the Departmental Overview Annual Performance Report for FY 1999, the first year that annual reports are required under the Government Performance and Results Act.

The year 1999 marked the 150th anniversary of the founding of the Department of the Interior. From the time Congress created the Department in 1849, Interior's role has evolved from being a general housekeeper for the Federal government to becoming the steward for its natural and cultural resources and the administrator of its trust responsibilities to American Indians and Alaska Natives.

In this third Annual Performance Plan we have integrated our bureau missions and departmental programs into a number of long-term objectives under Interior's five goals. This alignment brings Interior's themes into sharp focus: restoration of landscapes, watersheds, and natural systems; guardianship and restoration of our Nation's natural and cultural landmarks; providing access to our vast public lands for sustainable economic development, recreation, and renewal of spirit; applying our best scientific information and knowledge; and working in partnerships with governments, tribes, industry, non-profit groups, and ordinary citizens.

The combined Plan and Report tells what we have accomplished, and is a road map for what we want to achieve. The Departmental Overview also highlights how we are using performance management to direct our resources, strengthen coordination within the Department and across Federal agencies, communicate more effectively with customers, stakeholders, and our partners, and hold ourselves accountable. We are using this Plan and Report as a basis for reporting to Congress and the public on our progress and accomplishments, and to demonstrate that the Nation's resources are being managed wisely and that we are carrying out the responsibilities with which we have been entrusted.

Bruce Babbitt

# Department of the Interior

## Leadership Commitment

---

**Bruce Babbitt**  
Secretary of the Interior

**David Hayes**  
Deputy Secretary

**John Berry**  
Assistant Secretary  
Policy, Management and  
Budget

**Sylvia Baca**  
Assistant Secretary  
Lands and Minerals

**Mark Schaefer**  
Acting Assistant Secretary  
Water and Science

**Don Barry**  
Assistant Secretary  
Fish, Wildlife and Parks

**Kevin Gover**  
Assistant Secretary  
Indian Affairs

**Robert Lamb**  
Deputy Assistant Secretary  
Budget and Finance

**Norma Campbell**  
Director  
Office of Planning and  
Performance Management

**Table of Contents**  
**FY 2001 Annual Performance Plan**  
**FY 1999 Annual Performance Report**

**Message from Secretary Babbitt**

**Leadership Commitment**

**Executive Summary** ..... 1

**About This Document** ..... 4

**Section I. – Introduction to the Department of the Interior**

1.1 Who We Are and What We Do ..... 5  
1.2 Interior’s Mission and Goals ..... 7  
1.3 Linkage to Interior’s Strategic Plan and Bureau Strategic Plans ..... 8  
1.4 Linkage to the Budget ..... 9  
1.5 FY 2001 Goals At-A-Glance ..... 12

**Section II. – Departmental Goals**

Measurable Long-Term and Annual Departmental Goals ..... 17  
2.1 Strategic Goal 1: Protect the Environment and Preserve Our  
Nation’s Natural and Cultural Resources ..... 17  
2.2 Strategic Goal 2: Provide Recreation for America ..... 36  
2.3 Strategic Goal 3: Manage Natural Resources for a Healthy  
Environment and a Strong Economy ..... 41  
2.4 Strategic Goal 4: Provide Science for a Changing World ..... 52  
2.5 Strategic Goal 5: Meet Our Trust Responsibilities to American Indians  
and Our Commitments to Island Communities ..... 59

**Section III. – Managing for Excellence and Accountability** ..... 73

3.1 Leading People to Succeed ..... 75  
3.2 Provide the Services and Technology to Manage ..... 78  
3.3 Ensure Financial and Managerial Accountability ..... 85  
3.4 Provide Safe and High Quality Places of Work ..... 89  
3.5 FY 1999 Goals that are Discontinued ..... 93

## **Section IV. – Additional GPRA Information**

4.1	Customer Service .....	94
4.2	Crosscutting Issues .....	94
4.3	Management Issues .....	99
4.4	Data Verification and Validation .....	101
4.5	Program Evaluations .....	103
4.6	Capital Assets/Capital Programming.....	105
4.7	Use of Non-Federal Parties in Preparing the Annual Performance Plan .....	107
4.8	Waivers for Managerial Accountability and Flexibility .....	107

## **Appendix I**

FY 1999 Annual Performance Report At-a-Glance .....	108
---	-----

## **Appendix II**

FY 2000 Annual Performance Plan Goals At-a-Glance .....	124
---	-----

## **Abbreviations used in this document**

BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BOR	Bureau of Land Management
CFR	Code of Federal Regulations
DOI	Department of the Interior
FWS	Fish and Wildlife Service
GAO	General Accounting Office
GPRA	Government Performance and Results Act
MMS	Minerals Management Service
NPS	National Park Service
OIA	Office of Insular Affairs
OIG or IG	Office of the Inspector General for the Department of the Interior
OMB	Office of Management and Budget
OSM	Office of Surface Mining Reclamation and Enforcement
OST	Office of the Special Trustee for American Indians
USGS	U.S. Geological Survey

# Executive Summary

## INTRODUCTION

The Department of the Interior is the nation's principal conservation agency. Interior serves as steward for approximately 429 million acres of America's public lands, representing about 19 percent of the U.S. land surface and 66 percent of federally owned land.

The year 1999 marked the 150th anniversary of the founding of the Department of the Interior. Since Congress created the Department in 1849, Interior's role has evolved from being a general housekeeper for the Federal government to becoming the steward for its natural and cultural resources and the administrator of its trust responsibilities to American Indians and Alaska Natives.

## THIS CONSOLIDATED PLAN AND REPORT

This Plan and Report, prepared as part of Interior's compliance with the Government Performance and Results Act (GPRA), is different from predecessor GPRA documents in two ways.

First, we have combined two documents. The fiscal year (FY) 1999 Annual Performance Plan (Plan) was the DOI's first official Plan submitted to Congress. The FY 1999 Annual Performance Report (Report) is Interior's first opportunity to report on our accomplishments. Rather than preparing a separate FY 1999 Report, Interior has combined the FY 1999 Report with the FY 2001 Plan. In a single presentation, the reader can see the trends in our performance and our results. We believe this consolidated Plan and Report will be more useful to Congress and other readers than submitting separate documents.

Second, in this Departmental Overview we connect the five Departmental Goals to the varied programs, missions, and accomplishments of Interior's bureaus and

offices. We have included a representative selection of key Bureau activities as the measurable means to achieve Interior's five goals. This is a new approach, and a way to improve the integration, coordination, and management of Interior programs.

## FY 1999 REPORT

### Department-Wide Results

For our first year operating under a GPRA performance Plan, we had remarkable success. In FY 1999, Department-wide we tracked progress on 203 goals with 291 related performance measures. We met or exceeded our performance targets on 195 of our measures (67 percent). For example, more than 5 million acres of priority plant and animal habitat was restored, well exceeding the goal of restoring 1.5 million acres. Our goal for installing real-time stream gages to improve hazard warning was exceeded by ten percent, and we met our goals for visitors satisfied with their visits to public lands and National Parks.

We also made substantial progress toward achieving our performance targets for many of the remaining 96 measures (33 percent) that were not met. For example, the student attendance rate at Indian schools in FY 1999 was 91 percent, but our target was a 93 percent attendance rate. And we missed our goal of 11,050 historic structures in good condition by achieving 10,659 structures in good condition. Litigation prevented us from meeting our goal for timber offered for sale in the Pacific Northwest, and a record year for wildfires kept us fighting blazes and not conducting controlled burns to meet our goal for fire-treated acreage. Changing market rates for resources, and even weather events like hurricanes affected our ability to meet a few goals.

Preparing this Annual Report was a useful experience. We identified goals that couldn't be achieved because

of changes in programs, overly optimistic performance targets, measurement and definition problems, and inconsistent data collection and reporting. While this affected less than ten percent of our performance measures, these results have caused us to closely examine and revise our goals in our FY 2000 and FY 2001 Plans.

**Department of the Interior Overview**

This Overview reports on 36 key measures for achieving the five primary Department Goals and 7 additional goals for achieving managerial excellence and accountability. Some of these measures have been drawn from individual Bureau Reports, while others are from the crosscutting Departmental programs and management goals that appeared in the FY 1999 Departmental Overview Plan. The Department met or exceeded 30 of the 43 goals for a 69% success rate. The table below describes the breakout for each Departmental Goal. Details of the key measures for the five primary goals are reported in this Overview. Additional measures supporting Bureau goals can be found in individual Bureau Reports.

**Lessons Learned**

Developing realistic goals and measures for Interior's varied programs is challenging. Since 1999, we realized that we had too many goals and measures, and many needed improvement. Preparing the FY 1999 Report has given us a better understanding of how suitable our goals are and how well they can be measured. Department-wide, modifications, deletions, and additions have been made to our FY 2001 Plan based on what we have learned. We will continue to refine and improve our goals and measures as we continue to gain experience measuring and reporting.

**FY 2001 PLAN**

Interior's five goals are the overarching strategic goals which support the Department's core mission of protecting the Nation's natural environmental and cultural heritage and meeting trust responsibilities to Indian Tribes and commitments to island communities. Under the five Departmental Goals, we have established long-term goals that connect to the varied programs, missions,

**FY 1999 GOALS**

Goal	Number of Measures	Met or Exceeded	Not Met
Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	17	10	7
Provide Recreation for America	3	3	0
Manage Natural Resources for a Healthy and a Strong Economy	8	5	3
Provide Science for a Changing World	4	4	0
Meet Our Trust Responsibilities to Indian Tribes and our Commitments to Island Communities	4	3	1
Managing for Excellence and Accountability	7	5	2

and accomplishments of Interior's bureaus and offices. Each long-term goal has one or more general performance indicators and specific annual performance goals under it. The annual goals are drawn from bureau plans, and from crosscutting programs and projects managed at the departmental level. The five Departmental Goals and the long-term goals under them are:

1. Protect the Environment and Preserve Our Nation's Natural and Cultural Resources
  - Restore the Health of Public Lands
  - Maintain Healthy Natural Systems
  - Protect and Recover Imperiled Species
  - Protect and Restore Cultural Resources
2. Provide Recreation for America
  - Provide quality experiences to visitors on federal lands and facilities
  - Provide for Safe Visits to Public Lands
3. Manage Natural Resources for a Healthy Environment and a Strong Economy
  - Ensure Environmentally Sound Development
  - Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts
4. Provide Science for a Changing World
  - Add to the Environmental and Physical Science Knowledge Base
  - Increase Hazard Knowledge and Warning
5. Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities.
  - Protect Indian Trust Assets
  - Improve the Indian Quality of Life
  - Improve Management of Island Communities

We also have established long-term and annual goals to help the Department "Manage for Excellence and Accountability."

### **Crosscutting Issues**

Our FY 2001 Plan includes a discussion of crosscutting relationships among Interior's programs and partner agencies. Our focus on the inter-relationships between ecosystems, the environment, and human activity leads

us to recognize crosscutting relationships, even where we don't have specific goals in common with other agencies. These relationships include symbiotic programs and partnerships between the Department's Bureaus, other Federal and State Agencies, the private sector, and academia. These relationships are in addition to the conventional crosscutting activities we report on including: Natural Resource Damage Assessment and Restoration Program, South Florida Restoration, California Desert Protection, Wildland Fire Management and the Pacific Northwest Forest Plan.

### **Management Issues**

Starting in FY 2000, Interior's plans have addressed key management risks and challenges identified by the Department, the Office of the Inspector General (OIG), and General Accounting Office. We have summarized how these issues are being resolved and how they are addressed in our performance measures. The FY 2001 Plans continue to provide this information, and this Overview adds two new Department-wide annual goals related to implementing audit recommendations and correcting material weaknesses. We are working with the OIG to ensure that performance measurement is a consideration in audit investigations and audit recommendations. We're also working with the OIG to develop useful processes for data verification.

# About This Document

## CONSOLIDATED PLAN AND REPORT

*The Government Performance and Results Act (GPRA)* requires agencies to submit annual performance plans to Congress with their annual budget request, and to prepare an annual performance report at the end of each fiscal year on how well they met their goals. The FY 1999 Annual Performance Plan was the Department of the Interior's first official plan submitted to Congress, and the FY 1999 Annual Performance Report is Interior's first opportunity to report on our accomplishments. The Annual Performance Report will be transmitted to the President, the Speaker of the House, and the President pro tempore of the Senate.

In this consolidated document, we present a Departmental Overview of what we have accomplished in FY 1999, what we plan to accomplish in the current fiscal year, FY 2000, and what we propose to accomplish in FY 2001 with the budget resources we are requesting. In a single presentation, the reader can see the trends in our performance targets along with the trends in our results. We believe this consolidated Plan and Report will be more useful to Congress and the appropriations process than submitting a FY 2001 Plan with the budget in February 2000, followed by a separate FY 1999 Report submitted at the end of March 2000.

## OUR GPRA PRESENTATION STRATEGY

We recognize that our GPRA documents reach many people who have specific needs for the information they contain. To serve multiple audiences, Interior has prepared three levels of documentation for our combined FY 2001 Plan and FY 1999 Report.

First, the details needed to accompany the President's FY 2001 budget request and the complete report on FY 1999 accomplishments are contained in the consolidated individual Plan and Report documents prepared by Interior's eight bureaus and two departmental offices. This detail will be most useful to Members and staff in Congress, the Office of Management and Budget program examiners, the General Accounting Office analysts, and our stakeholders. We also have an internal audience, as these documents will be used by bureaus and offices to inform staff and to manage to achieve performance goals.

Second, there are people who want an overview of Interior and all its programs. These people, our stakeholders, customers, affected public, interested citizens, States, and other Federal agencies don't need the detail in the bureau and office plans. This Departmental Overview Plan and Report is intended to serve that audience. This Overview Plan and Report and the bureau and office Plans and Reports constitute Interior's compliance with GPRA.

Finally, we expect there will be interest in this first Annual Performance Report under GPRA. We are preparing a separate annual program performance report for Interior that will mirror corporate annual reports by reporting concisely and in an interesting fashion about Interior's FY 1999 accomplishments and our directions into the new millennium.

# Section I

## *Introduction And Overview*

### 1.1 WHO WE ARE AND WHAT WE DO

#### THE BROAD SCOPE OF INTERIOR'S RESPONSIBILITIES

##### **150 Years of Stewardship — “Guardians of the Past, Stewards of the Future”**

The year 1999 marked the 150th anniversary of the founding of the Department of the Interior. Since Congress created the Department in 1849, Interior's role has evolved from being a general housekeeper for the Federal government to becoming the steward for its natural and cultural resources and the administrator of its trust responsibilities to American Indians and Alaska Natives.

##### **Interior Lands**

The Department of the Interior is the Nation's principal conservation agency. The Department serves as steward for approximately 429 million acres of America's public lands and for the natural and cultural resources associated with these lands. These assets are valued for their environmental resources, recreational and scenic worth, the cultural and historical significance, vast open spaces, and the resource commodities and revenue they provide to the Federal government, states, Indian tribes, and counties. Interior supervises mineral leasing and operations on more than 564 million acres of mineral estate that underlie both Federal and other surface ownerships.

Most of the public lands under the purview of Interior management were once part of the 1.8 billion acres of “public domain” lands acquired by the Nation between 1781 and 1867. Land now managed by Interior represents about 19 percent of America's land surface and approximately 66 percent of all federally owned land.

All of America's 50 states, United States-associated Pacific Insular areas, the Virgin Islands, and Puerto Rico contain lands administered by the Department of the Interior.

#### INTERIOR'S BUREAUS

##### **Bureau of Land Management (BLM)**

**Mission:** To sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

The BLM is guided by the principles of multiple use and sustained yield in managing its public lands. The resources and uses embraced by the multiple-use concept include energy and mineral resources; natural, scenic, scientific, and historical values; outdoor recreation; range; timber; and wildlife and fish habitat.

- The BLM manages 264 million acres of the public land (1/8 of the U.S. land mass) and almost 370 million acres of subsurface mineral estate.

##### **Minerals Management Service (MMS)**

**Mission:** To manage the mineral resources on the Outer Continental Shelf in an environmentally sound and safe manner and to timely collect, verify, and distribute mineral revenues from Federal and Indian lands.

The MMS manages the nation's oil, natural gas, and other mineral resources on the Outer Continental Shelf, and collects, accounts for, and disburses revenues from offshore Federal mineral leases and onshore mineral leases on Federal and Indian lands to states, tribes, and the Treasury.

- The MMS collects more than \$4 billion annually from oil and gas leasing programs.

### Office of Surface Mining Reclamation and Enforcement (OSM)

**Mission:** To carry out the requirements of the Surface Mining Control and Reclamation Act in cooperation with States and tribes.

The OSM ensures that surface coal mines are operated in a safe and environmentally sound manner, works to restore lands to beneficial use following mining, and mitigates the effects of past mining through the reclamation of abandoned mine lands.

- The OSM regulates coal mining to protect the environment by reclaiming over 10,000 acres of mined lands every year.

### Bureau of Reclamation (BOR)

**Mission:** To manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

The BOR manages dams, reservoirs, and irrigation facilities to supply water for agriculture and communities in the West, and is the Nation's second largest producer of hydroelectric power.

- The BOR is the largest supplier of water in the 17 Western States.

### U.S. Geological Survey (USGS)

**Mission:** The USGS serves the Nation by providing reliable scientific information to:

- describe and understand the earth
- minimize loss of life and property from natural disasters
- manage water, biological, energy, and mineral resources, and
- enhance and protect our quality of life.

The USGS supplies the scientific information needed to make sound natural resource management decisions and provides information on the effects and risks of natural hazards such as volcanoes and earthquakes. The USGS is also a primary source of data on the quality and quantity of the Nation's water resources and is the Federal government's principal civilian mapping agency.

- The USGS, the largest U.S. natural science and mapping agency, develops the science and information

that contributes to public and environmental health and safety.

### Fish and Wildlife Service (FWS)

**Mission:** To conserve, protect, and enhance fish and wildlife and their habitats for the continuing benefit of the American people.

The FWS manages the National Wildlife Refuge System lands primarily to conserve and protect fish and wildlife and their habitats. The FWS administers the Endangered Species Act for all but certain marine species and consults with other agencies to help recover protected species.

- The FWS manages 521 National Wildlife Refuges and 66 National Fish Hatcheries.

### National Park Service (NPS)

**Mission:** To preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation through-out this country and the world.

The NPS manages 379 parks to conserve, preserve, protect, and interpret the nation's natural, cultural, and recreational resources.

- The NPS hosts more than 280 million visitors every year.

### Bureau of Indian Affairs (BIA)

**Mission:** To fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians, and Alaska Natives.

The BIA carries out the Federal government's trust responsibilities to American Indian and Alaskan Native tribes. In doing so, the BIA provides a range of services comparable to those of county and local governments.

- The BIA manages a wide variety of programs for 556 American Indian and Alaska Native Tribal governments, and approximately 1.4 million Indians.

## 1.2 INTERIOR'S MISSION AND GOALS

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

### DEPARTMENTAL GOALS

- Protect the Environment and Preserve Our Nation's Natural and Cultural Resources
- Provide Recreation for America
- Manage Natural Resources for a Healthy Environment and a Strong Economy
- Provide Science for a Changing World
- Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities.

### Changes to the Departmental Goals

In our 1997 Strategic Plan, Interior had ten Departmental Commitments. In our 1999 Annual Performance Plan, these ten Commitments were revised to the five Departmental Goals, listed above. Both Interior's mission statement and goals are further revised here and in Interior's 2000-2005 Revised Strategic Plan by adding "our commitments to island communities." This addition recognizes the Department's responsibilities to our trust territories and other insular governments.

### How We Achieve These Goals

This mission and these goals are achieved through the many programs and activities carried out by Interior's eight bureaus and several Departmental offices. Interior's bureaus have separate but often related legislated missions, programs, customers, and stakeholders.

Working with the Department, our bureaus and offices establish the goals and performance measures for their programs, and link them to the Departmental Goals. The Department provides not only leadership on GPRA and management oversight, but also many of the administrative support services used by the bureaus to accomplish their work.

This Overview Plan and Report presents selected bureau and office goals and measures that achieve Interior's goals. The Overview also presents goals for special programs offices and goals for managing the Department.

### PRINCIPLES THAT GUIDE OUR SUCCESS

#### Outstanding Employees

Interior is empowering and developing our employees. At the same time, we are addressing workforce replacement with programs to attract, train, and retain a diverse workforce committed to excellence, professionalism, and quality work. To achieve this:

- We recruit minorities and women,
- We use the Department of the Interior University to train the workforce that is our future,
- We improve the quality of our workplaces, and
- We measure employee satisfaction to help retain quality employees.

#### Excellent Service

We appreciate that we are in competition, not for the delivery of our products and services, but for the quality of our services and the satisfaction of our customers. It is no longer acceptable just to say we intend to provide the best possible service for our customers, clients and partners. Now we measure our success through:

- Visitor satisfaction surveys for parks and public lands,
- Visitor surveys for the quality of the facilities they used, and
- Customer surveys for satisfaction with our science, our products, and our services.

#### Productive Partnerships

Budget realities, legislative mandates, working efficiently, and our need to be effective make it essential that we collaborate with Federal, state, local and tribal gov-

ernments, and private organizations and businesses to work toward common goals. Through government-to-government programs, partnerships, and shared objectives, we are working to:

- Clean up and restore public lands and natural environments
- Protect unique natural and historic landscapes and sites, and
- Provide more open space for Americans.

### **Citizen Involvement**

In recognition of how Interior's actions can touch the lives of so many Americans, we are striving to provide opportunities for citizens work with us—over 150,000 people volunteer with Interior's bureaus—and to participate in the decisionmaking process. In addition to mandated public hearings, we rely on advisory boards, meetings with stakeholders, and other public forums to have dialogues with citizens and take back the key messages from them. Increasingly, our award winning internet web sites are sources of information dissemination and public involvement.

### **Wise Decisions**

In addition to taking into account citizen interests, Interior's decision making will integrate scientific, social, economic, and environmental considerations. We also will rely on the best quality scientific and other information available.

### **Fair Return**

The enormous resources in our public lands belong to all the American people. Interior is committed to providing fair taxpayer return for the use of public land and resources. To accomplish this we:

- Work to eliminate unwarranted Federal subsidies for land and resource use,
- Work to improve our mineral and oil and gas royalty collections and disbursements, and
- Promote resource development coupled with sound environmental protection.

### **Efficient Technologies**

We encourage innovation in our products and services by keeping abreast of and applying new technologies and work practices. To facilitate adoption of new technologies, we incorporate information architecture

approaches that are flexible, allow systems growth, and logically fit our work needs.

### **Effective Management**

Interior is committed to a management philosophy that fosters creativity, focuses on results, and requires accountability at all levels. Through the Department's Interior Management Council we use performance management to:

- Monitor progress,
- Hold departmental and bureau managers accountable for results, and
- Use GPRA quarterly data reports to track program accomplishments and inform bureau management.

## **1.3 LINKAGE TO INTERIOR'S STRATEGIC PLAN AND TO THE BUREAU STRATEGIC PLANS**

Later this year, the Department of the Interior will publish and send to Congress and other interested parties its Revised Strategic Plan for FY 2000 - FY 2005.

Interior's revised Strategic Plan will consist of individual plans for the eight bureaus, two program offices, and the Departmental Overview Strategic Plan.

The Strategic Plan sets out the long-term goals we hope to achieve by the end of FY 2005. These are the same long-term goals referenced in our bureau 2001 Annual Performance Plans and this Departmental Overview. Even though the publishing sequence has this Annual Performance Plan being released in February before the Strategic Plan is released in March, we are working from the same long-term goals.

### **CONTINUOUS IMPROVEMENT**

Even though many of Interior's long-term goals have been revised, we still consider them to be a work in progress. We know our data collection, data input, and information systems need additional improvement.

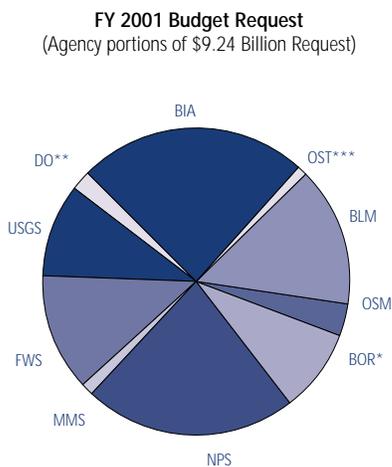
We are developing a systematic approach to reduce the number of programmatic goals, having more outcome-oriented goals, and improving performance measures. Additionally we are working on new ways to verify and validate our data.

## 1.4 LINKAGE TO THE BUDGET

### FUNDING

Interior's operations are funded primarily by Congressional appropriation of the general funds of the U.S. Government. The Department's 2000 budget authority is over \$10 billion, with more than three quarters provided by annual appropriations. The Department's estimated full time employee equivalent usage is approximately 68,000 employees at sites across the country.

This pie chart summarizes the budget requests of the bureaus and Departmental offices underlying the FY 2001 Annual Performance Plan. The total funding requested is \$9.24 billion.



- \* BOR includes the Central Utah Project
- \*\* Departmental Offices include Departmental Management, the Solicitor, Office of Inspector General, Office of Insular Affairs, and Natural Resources Damage Assessment.
- \*\*\* OST is the Office of the Special Trustee

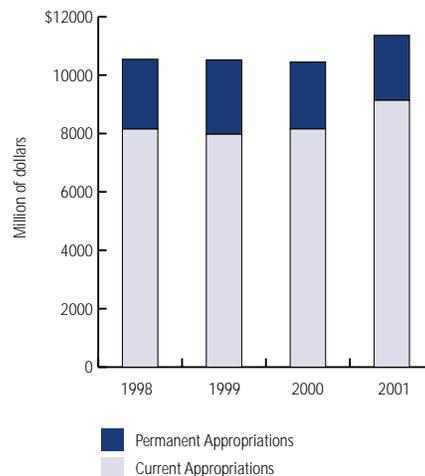
The FY 2001 budget request represents a 12 percent increase over the amount enacted for FY 2000. The FY 2000 amount on the bar graph does not include requested supplemental funds of \$111 million.

## FY 2001 BUDGET INITIATIVES

### Lands Legacy

The FY 2001 Budget builds upon last year's successful Lands Legacy Initiative with an overall request for \$1.4 billion. This request includes \$735 million for the Department of the Interior. The Lands Legacy Initiative focuses on America's commitment to its natural environment and the preservation of our public lands and national treasures. Working in partnership with States and local communities, Interior's three of land management bureaus, BLM, FWS, and NPS will protect open spaces and natural resources. In addition, the Initiative builds upon the expertise of the Geological Survey through their mapping and planning capabilities. The Lands Legacy Initiative includes the Federal land acquisition program and the State Conservation Grants program, both of which are funded from the Land and Water Conservation Fund, for a total of \$470.0 million; \$265 million to assist State, local and tribal governments to help protect and create park lands, open space, and wildlife habitat through a variety of existing programs, such as Cooperative Endangered Species Conservation Fund, and innovative new approaches, such as State Non-Game Wildlife Grants.

**Interior Budget Authority**



The budget also includes a new budget category to ensure permanent funding at this level in future years, with more than half the funding dedicated to state and local conservation efforts. While specific appropriations within the \$1.4 billion cap would be decided each year, funds could not be spent on purposes other than Lands Legacy. If funds were not appropriated in any given year, the cap would rise by a corresponding amount the following year.

### **Federal Land Acquisition**

The goal of the Federal land acquisition portion of the Lands Legacy Initiative is to save nationally significant tracts of land from further development and protect existing parks, refuges, and other public lands from encroaching development. The 2001 request continues efforts to acquire lands necessary to protect tracts in or near the California Desert, Civil War battlefields, the Everglades, and the Lewis and Clark Trail. In addition to these areas, Interior proposes land acquisitions for 2001 to protect unique and critical natural resources in four areas:

#### ***The New Jersey – New York Watershed***

Within the densely populated New Jersey-New York watershed are areas that serve as stopovers for migratory waterfowl, refuges for endangered and native species, and wintering habitats for diverse fish and wildlife. The 2001 budget includes an \$8.0 million FWS land acquisition request to secure these areas from the threat of further development. In addition, Interior expects to allocate State conservation grant funds to target projects that are a regional priority. Through this process the Department would provide grants to the States of New Jersey and New York, matched on a 50/50 basis, to protect crucial wetland sites in the New Jersey-New York harbor area. In the immediate vicinity of the New Jersey-New York watershed and on the Atlantic flyway, a \$5.0 million land acquisition will protect Wertheim National Wildlife Refuge in New York that provides critical wintering habitat for the over 200,000 waterfowl that winter on Long Island, and will protect a key migration corridor for shorebirds. This is the beginning of a multi-year effort to work in partnership with the States and local communities to protect important wildlife habitat, establish green spaces for rapidly grow-

ing suburbs, and provide recreational opportunities to residents of this watershed.

#### ***Lower Mississippi Delta***

The Lower Mississippi Delta, encompassing 80 million acres in the heart of America, is rich in cultural, historical, and ecological values. Important cultural and historical sites include American Indian mounds and Civil War battlefields and sites commemorating the development of an influential musical genre, the Delta Blues. The importance of this area to migrating birds, water-fowl, fish, and other animals that use the backwaters and bayous have impacts on communities far beyond the area. In addition to fish and wildlife habitat, these lands provide important water quality protection, flood control, and recreational opportunities. However, about 80 percent of historic bottom hardwoods have been lost and 25 to 35 square miles of coastal wetlands are being lost each year. Proposed land acquisitions to protect some of the last remaining bottomland hardwood forests and wetlands include \$6.0 million for Bayou Teche (part of Mandalay National Wildlife Refuge) and Cat Island in Louisiana, and Pond Creek National Wildlife Refuge in Arkansas. These projects will enhance existing partnerships to protect the Lower Mississippi Delta, provide recreation opportunities to local residents, and support the continued growth of the ecotourism industry.

#### ***Southern California***

Southern California is one of the most densely populated regions in the country. Habitat for fish and wildlife continues to shrink daily as development flourishes to meet the needs of the ever-growing number of people who move there. In response, the State, county, and municipal governments have begun a planning process to manage development and to identify and protect key natural resources. The Department proposes acquisitions in and near the populated areas of southern California to provide open spaces in communities that are rapidly urbanizing and to provide pockets of protected land for sensitive species. The request includes a proposal of \$14.4 million for southern California to acquire lands for the Santa Rosa Mountains National Scenic Area, Otay Mountain/Kuchamaa Habitat Conservation Plan, San Diego National Wildlife Refuge, Potrero Creek, and

Santa Monica Mountains National Recreation Area. These requests support Interior's ongoing partnerships with the State, local, and municipal governments in southern California.

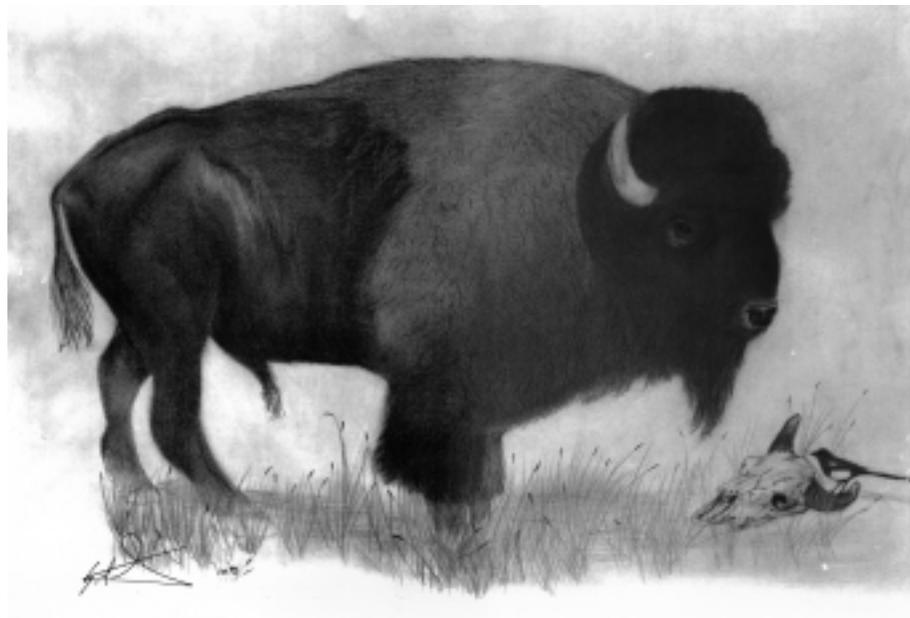
### ***The Chesapeake Bay Watershed***

The Chesapeake Bay, one of the world's great natural resources, is a nursery for significant commercial fisheries and a major stopover for migratory birds and waterfowl along the Atlantic fly-way. The Bay provides major transportation routes and is key to the ecological and economic health of the region. Within this region, there are a number of historic sites such as Fort McHenry; the home of Thomas Stone, signer of the Declaration of Independence; and numerous Civil War sites. Many of these historic sites are unprotected, access to the Bay for recreational purposes is limited, and many citizens are not aware of the impacts of daily life on the ecology of the Bay. The Bureau of Land Management requests \$3.0 million for acquisition of lands along the Potomac River to protect unique wetland and woodland habitat at Douglas Point, an important historical site. NPS will provide a \$2.0 million matching grant to the State of Maryland to protect a key parcel in the Chesapeake Bay watershed.

### **Indian Education and School Construction**

The Federal government has a special, historic responsibility for the education of Indian children. The 185 BIA day and boarding schools in Indian Country serve over 50,000 children. These schools are located on remote and isolated reservations, and incur greater operational

costs as a result. The 2001 budget includes an investment of \$506.6 million for school operations, an increase of \$39.7 million over 2000. The increase will cover additional costs for teachers, transportation, and increasing tribal participation in school operations. The school operations total includes a \$6.8 million increase for the Family and Child Education Program and an \$8.2 million increase for a new therapeutic residential treatment pilot program. The additional FACE funding would be used to improve children's readiness for school and adult literacy by establishing 22 new program sites. Funds for the therapeutic treatment pilot would be used to hire mental health professionals in six boarding schools to meet the needs of high-risk students. The 185 Indian schools managed by BIA compose one of only two school systems managed by the Federal government. Many of these school facilities have serious health and safety deficiencies that pose a real threat to student learning. Many schools have leaking roofs, peeling paint, over-crowded classrooms, and inadequate heating and cooling systems. At many schools, students attend class in aging portable classrooms. In addition, many Indian students lack access to computer and science labs, gyms, and other basic resources that are critical to ensuring the success of the younger generation. In recognition of the Federal government's direct responsibility for improving the conditions of these facilities, BIA's 2001 request includes \$300.5 million for education construction and maintenance programs. This is an increase of 126 percent over the amount provided for these programs in 2000.



*Drawing by Elvid Martinez,  
Commissioner of  
Reclamation.*

## At-a-Glance View of FY 2001 Goals

Long-Term Goal	FY 2001 Annual Performance Goal
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Restore the Health of Public Lands	<p><b>Acres of Land Restored:</b> In FY 2001, 3,673,600 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.</p>
	<p><b>Hazardous Waste Sites Restored:</b> In FY 2001, increase the cumulative number of restoration projects to 85 increase the cumulative number of damage assessments resulting in settlements to 185, and to increase the cumulative percentage of funds received into the Restoration Fund equal to 225% of the cumulative annual appropriations.</p>
Maintain Healthy Natural Systems	<p><b>South Florida Ecosystem:</b> In FY 2001, Federal agencies participating in the South Florida task force will acquire approximately 12,225 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 82,540 acres of land in the South Florida ecosystem of which 14,342 will be acquired with funding provided through the Department of the Interior.</p>
	<p><b>California Desert Ecosystem:</b> In FY 2001, complete six (8 cumulative) Coordinated Management Plans for the California Desert (West Mojave, Northern and Eastern Mojave, Northern and Eastern Colorado Coordinated Management Plans; the Coachella Valley Habitat Conservation Plans; and the Mojave National Preserve and Death Valley National Park General Management Plans).</p>
	<p><b>Fire Management:</b> By 2001, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1,113,000 acres</p>
Protect and Recover Imperiled Species	<p><b>Species Protected:</b> In FY 2001, 210 of 568 species populations listed a decade ago or more are improving or stable, 20 species are approved for removal from candidate or proposed status, 62 of 442 species in park areas show improved status, and 80 of 442 species in park areas have stable status.</p>
Protect and Restore Cultural Resources	<p><b>Cultural Resources in Good Condition:</b> At the end of FY 2001, 46% of 24,225 historic structures are in good condition (baseline year 1999) and 28.7% of 359 cultural landscapes are in good condition against baseline.</p>

## At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	FY 2001 Annual Performance Goal
<b>Goal 2: Provide Recreation for America</b>	
Provide quality experiences to visitors on federal lands and facilities	<b>Visitor Satisfaction Rate:</b> FY 2001 target levels are 95% satisfaction for NPS visitors, and 94% satisfaction for BLM visitors.
Provide for Safe Visits to Public Lands	<b>Visitor Accident/Incident Rate:</b> The FY 2001 target is to reduce the NPS visitor accident/incident rate to 8.72 incidents per 100,000 visitor days or lower, an 8% reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.
<b>Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy</b>	
Ensure Environmentally Sound Development	<b>Authorize Sustainable Grazing and Timber Production:</b> In FY 2001, authorize 1,646 livestock grazing allotments, and attain power production costs per Megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.
	<b>Pacific Northwest Forest Plan:</b> In FY 2001, offer 211 mmbf of timber for sale, and restore 35,000 acres of forested lands.
	<b>Green Purchasing:</b> In FY 2001, promote energy efficiency and reduce energy consumption by 20% from 1985 levels, divert solid waste from disposal in landfills through increasing recycling by 40% and increase the purchasing rate of nine recycled content, environmentally preferable and bio-based products preferentially by at least 30% per year until these products are in use in all appropriate Interior equipment and facilities.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<b>Fair Return of Value to the Public on Minerals:</b> In FY 2001, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1. Ensure payments are at least 90% of the expected value at the due date for 35% of properties.
	In FY 2001, ensure that royalty payments are at least 90% of the expected value at the due date for 35% of properties.

## At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	FY 2001 Annual Performance Goal
<b>Goal 4: Provide Science for a Changing World</b>	
Add to the Environmental and Physical Science Knowledge Base	<p><b>Assess the Condition and Risks to Priority Public Lands:</b> In FY 2001, assess and report the condition, risk, and opportunity for improvement of public lands in 22 priority sub-basins; and understand the geologic processes in 17 parks through inventories and the identification of the human influences on those processes.</p>
	<p><b>Improve Environmental and Natural Resource Information:</b> In FY 2001, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by maintaining 47 long-term data collection/data management efforts, and develop 9 new decision support systems and predictive tools.</p>
Increase Hazard Knowledge and Warning	<p><b>Improve Prediction and Monitoring of Hazardous Events:</b> In FY 2001, deliver to customers 9 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 350 the cumulative number of real-time earthquake sensors.</p>
<b>Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities</b>	
Protect Indian Trust Assets	<p><b>Protect Natural Resource Assets:</b> In FY 2001, 19 dams (cumulative) will have repair construction completed, 91% of requests for Technical Assistance for Mineral Operations on Indian lands will be completed, and 22 technical assistance activities that will be completed, increasing tribal opportunities to develop, manage, and protect their water resources.</p>
	<p><b>Protect Fiscal Resources for Tribes and Indians:</b> By the end of FY 2001, facilitate the growth of Trust income by processing 40,000 trust transactions for Tribal and individual Indian land owners, and have all 12 BIA Regional Offices using both the Trust Funds Accounting System (TFAS) to ensure accurate accounting, collection, investment, and disbursement of Tribal and individual Indian trust funds; and the Trust Asset and Accounting Management System (TAAMS) to ensure that land title ownership information is current and accurate and that income derived from these lands are properly collected and allocated.</p>

*At-a-Glance View of FY 2001 Goals (continued)*

Long-Term Goal	FY 2001 Annual Performance Goal
<b>Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities</b>	
Improve the Indian Quality of Life	<p><b>Improve Facilities and Services:</b> In FY 2001, 2,333 housing applicants will receive repair and replacement work on homes, 12,000 (cumulative) miles of existing BIA system roads will be maintained, and 40 Tribes will operate comprehensive welfare plans.</p>
	<p><b>Improve Indian Education:</b> In FY 2001, to improve the quality of education, 100% of schools will be accredited, 51% of students will be proficient in Math and 49% of students will be proficient in Language Arts, and 1,000 new/replacement computers (cumulative) will be provided for classroom use.</p>
Improve Management of Island Communities	<p><b>Improve Government Services:</b> In FY 2001, financial management improvement plans will be completed for 6 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to .50.</p>
<b>Managing for Excellence and Accountability</b>	
Lead People to Succeed	<p><b>Increase in Diverse Workforce Representation:</b> Diverse representation in Interior's workforce will increase by at least 3.1% from 1997 levels.</p>
	<p><b>New Training and Development Programs:</b> Develop and implement at least 1 new training program.</p>
Provide the Services and Technology to Manage	<p><b>Amount of Purchase Card Transactions:</b> Purchase card transactions will exceed \$342 million.</p>
	<p><b>Museum Objects Inventoried:</b> Accurately inventory 2.25 million museum objects (for a cumulative total of 46.0 million)</p>
	<p><b>Completion of Information Technology Infrastructure Protection Plan:</b> Complete a Critical Information Technology Infrastructure Protection Plan.</p>
	<p><b>Completion of Information Technology Architecture:</b> Complete a target Departmental Enterprise Information Architecture (EIA) Plan and implementation plan to be used as a guide for the future development of Interior's information systems.</p>

## At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	FY 2001 Annual Performance Goal
<b>Managing for Excellence and Accountability</b>	
Ensure Financial and Managerial Accountability	<p><b>Number of Unqualified (clean) Audit Opinions:</b> Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.</p>
	<p><b>Resolution of Material Weaknesses and Management Risks:</b> Complete implementation of 75 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 80 percent of corrective action plans for material weaknesses by their original target date.</p>
Provide Safe and High Quality Places of Work	<p><b>Facilities Maintenance and Capital Improvements:</b> Complete 30 percent of repair and construction projects funded through the Department's Five-year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year.</p>
	<p><b>Completion of Environmental Audits:</b> Complete initial environmental audits of 85 percent of all Interior facilities (cumulative).</p>

# Section II

## *Departmental Goals*

### MEASURABLE LONG-TERM AND ANNUAL DEPARTMENTAL GOALS

The Department of the Interior has five overarching strategic goals which support the Department’s core mission of protecting the Nation’s natural environmental and cultural heritage and meeting responsibilities to Indian Tribes and island communities. Under the five Departmental Goals, we have established long-term goals that connect to the varied programs, missions, and accomplishments of Interior’s bureaus and offices. Each long-term goal has one or more general performance indicators and specific annual performance goals under it. The annual goals are drawn from Interior’s bureaus, offices, and major crosscutting programs. The inclusion of a representative selection of specific bureau program activities as the measurable means to achieve Interior’s five goals is a new approach, and a way to improve the integration, coordination, and management of Interior programs.

Linking the key programs and outcomes of individual Interior bureaus to the Department’s priorities and initiatives reinforces Interior’s stewardship of our critical resources. This is especially important in light of, increasing developmental pressures, changes in societal needs, and rapid change in science and technology. Interior’s response to the greater demands on the vital resources the Department oversees must be the efficient and wise use and management of those resources while being accountable to the American people.

### 2.1 STRATEGIC GOAL 1: PROTECT THE ENVIRONMENT AND PRESERVE OUR NATION’S NATURAL AND CULTURAL RESOURCES

#### Key Outcomes

To meet the goal of protecting the environment and preserving our Nation’s natural and cultural resources, the Department will achieve the results shown in the table below.

#### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Restore the Health of Public Lands	<ul style="list-style-type: none"> <li>• Public Lands Restored</li> <li>• Damaged Land and Resources Restored</li> </ul>
Maintain Healthy Natural Systems	<ul style="list-style-type: none"> <li>• South Florida Natural System Restored</li> <li>• California Desert Protection and Restoration</li> <li>• Natural Restoration through Fire Management</li> </ul>
Protect and Recover Imperiled Species	<ul style="list-style-type: none"> <li>• Species Protected</li> </ul>
Protect and Restore Cultural Resources	<ul style="list-style-type: none"> <li>• Cultural Properties (Sites) Restored</li> </ul>

### **Why We Protect and Preserve**

Because people and the environment are interdependent, we must ensure that our lands, waters, and other resources remain healthy. Resource-dependent communities can only be sustained by lands in a healthy condition. Our natural and cultural resources are more than just an American heritage, they are an inheritance that we must and can protect to ensure that future generations receive that heritage in as good or better condition than they are today.

### **How We Achieve this Goal**

As we have learned more about the factors that affect the land, we have made significant strides in developing and applying sustainable management practices. We must continue to learn more, and continue to develop cost-effective methods to monitor and improve the resources under our care.

The Department is committed to protecting and improving our national parks, wildlife refuges, wilderness areas, and our cultural heritage. Federal lands contain exceptional geological formations, rare and vulnerable plant and animal communities, wilderness areas, wild and scenic rivers, and numerous historical, paleontological, and archaeological sites. These resources are scientifically, educationally, and historically important and represent a significant part of our Nation's national and cultural heritage. For cultural resources and native plant and animal communities, we will continue to work with others to protect resources and to streamline consultations required under the National Historic Preservation Act and the Endangered Species Act.

Interior is committed to making decisions based on sound scientific and technical understanding. Interior continues to implement ecosystem-based standards and guidelines for healthy lands, placing particular emphasis on restoring and protecting streams, riparian areas, wetlands, and abandoned mined lands. We also focus on protecting resources threatened by non-native invasive species, and we use wildland fire as a management tool. We continue to manage fishery resources and aquatic ecosystems with priority attention to preserving native and wild fish populations. We promote recreational fisheries stewardship by fostering partnerships for better aquatic resources conservation. Working in

partnership with other Federal agencies, States, and the private sector, we prevent contamination of quality habitat, clean up contaminated water bodies, and restore fish, wildlife, and their habitat. Working with States, tribes and local communities, we reclaim abandoned mine sites by abating hazards, reducing and mitigating adverse effects from past mining, and restoring adversely affected lands and waters to beneficial use.

### **Strategies**

The Department will employ the following strategies to achieve this goal:

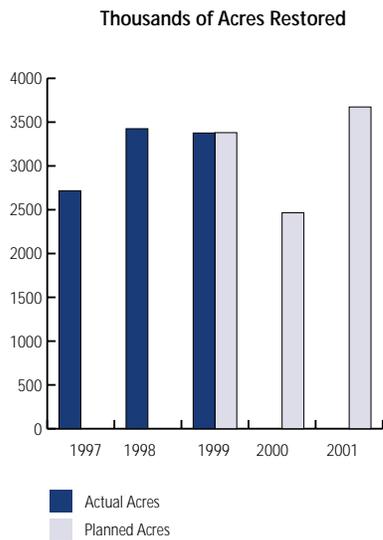
- Involve our partners and stakeholders in our decision making process.
- Use watershed or ecosystem approaches to land management.
- Use scientific research to support informed decision making.
- Develop comprehensive data sets, including data standards and inventory monitoring, as key components of a science-based approach to management.
- Use multi-species approaches to habitat management.
- Use habitat conservation plans to protect threatened and endangered species.
- Incorporate natural processes, such as fire and floods, into our overall management approach.
- Eradicate invasive alien species as a threat to land health.
- Closely monitor the progress of goal-specific programs.

## Long-Term Goal

Restore the Health of Public Lands

## Performance Indicator

Public Lands Restored



### Our Objective

Lands managed by or under the regulatory jurisdiction of Interior bureaus often need restoration from previous uses such as mining, farming, timber harvesting, and other land disturbing activities. Restoration includes improving and enhancing wildlife habitats.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, 3,673,600 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.

### Strategies

Strategies to achieve targeted performance for FY 2001 include increasing efforts directed toward control of invasive plant and animal species, restoration of historic wetlands, and replanting or reforesting uplands that were previously mined, logged or converted to agricultural production. Disturbed lands are restored by DOI personnel, in collaboration with or through grants to States, and using volunteers.

Thousands of Acres to be Restored, by Bureau

OSM	FWS	NPS	BIA
9.1	3,400	4.5	260

### Bureau Programs

OSM measures acres reclaimed annually by the Abandoned Mined Lands Program. OSM uses the number of acres reclaimed as an inter-mediate measure of success toward its objective of a safe and clean environment. A major obstacle to setting goals and tracking restoration is that each state has control over the type and number of category projects that it will annually initiate.

FWS measures acres enhanced or restored in the National Wildlife Refuge System. The objective of this goal is to conserve fish and wildlife by enhancing and managing 3.4 million acres in the National Wildlife Refuge System. Habitat management and enhancement actions are generally annual or regularly reoccurring action, and include water level management, grazing, haying, farming, forest management, prescribed burning, and invasive plant control.

NPS measures acres of disturbed lands restored. This goal improves resource conditions in parks on lands impacted by development, former agricultural uses, abandoned mines, grazing, and invasion of alien plants. Over 195 parks contain lands that have been disturbed by human activity. In 1998, the parks identified 241,000 acres of NPS managed lands in damaged condition as a result of development.

BIA measures acres reforested. Forest development and planning allows the Indian forest owners to benefit from the full productive capacity of their forests and provides benefits of jobs and revenues to both Indian

and adjacent non-Indian communities. The BIA promotes forestry management and development through tree planting and pre-commercial thinning of areas identified in the annual inventory of forest development needs. BIA also develops forest management plans. Much of the work is performed by tribes under P.L. 93-638 contracts or self-governance compacts.

### **FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** In FY 1999, 3,376,741 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.

**Report:** Cumulatively, this FY 1999 goal was exceeded by Interior with an estimated 3,472,215 acres restored or enhanced. Three out of four Interior bureaus exceeded their goals and one bureau achieved 97.8% of its acreage goal.

OSM — In FY 1999, 10,949 acres of land and water were reported reclaimed by tribes and states. However,

these reports may include data from more than one fiscal year. OSM calculates that the actual 1999 total is 7,400 acres, meeting the goal target. Actual project completion in the Abandoned Mine Land program can take between one and three years and is affected by adverse weather conditions.

FWS — In FY 1999, the FWS enhanced or restored 3,230,886 acres in the NWR system, which is 97.8% of the acreage targeted. Severe weather events prevented refuges from meeting the goal.

NPS — In FY 1999, 35,380 acres (14.7%) of disturbed lands were restored, exceeding the goal target.

BIA — Final numbers for acres reforested or improved in FY 1999 are still not available, but current estimates show that the goal of 55,000 acres was exceeded. The current estimate is 195,000 acres reforested or restored. Final numbers will be reported in the FY 2002 annual plan and the FY 2000 annual report.



## DATA VERIFICATION AND VALIDATION

### Data Collection Methodology, Sources, and Limitations

Data are collected from a number of systems and aggregated by the Department. Internal data systems include:

- OSM's Abandoned Mine Land Information System obtains data from 23 State and 3 Tribal programs through an automated system.
- FWS's data are reported by the Division of Realty and the Division of Refuges.
- NPS's Field Natural Resource Specialists at individual parks collect data on an annual basis.
- BIA's data are reported in the BIA Annual Forestry Report

### Validation

OSM verifies and validates performance data with an annual self-assessment by program managers on all performance measures, periodic reviews coordinated by the Office of Strategic Planning and Evaluation, and audits by external agencies such as the OIG or GAO. Data are reviewed before being entered into the system and are automatically reviewed through a variety of internal controls. During program evaluation activities, OSM spot checks documentation related to State/Tribal site priority settings to ensure that the on-the-ground conditions are being classified properly in the inventory.

FWS data on enhanced/restored acres are reported by Field Stations to Regional Offices and are checked by the headquarters Division of Refuges for quality control and consistency.

NPS acres restored are entered annually into a park database and cross referenced with previous year's data to determine acres restored. In addition, measured performance is verified and validated at several levels including regional and national. Other methods to verify and validate performance information include random sampling and testing of data, and statistical analysis.

BIA Area offices review and verify data reported by Tribes and by Agency Offices

## Long-Term Goal

Restore the Health of Public Lands

## Performance Indicator

Damaged Lands and Resources Restored

### Our Objective

The Natural Resource Damage Assessment and Restoration Program (Restoration Program) mission is "to ascertain injuries to natural resources and implement appropriate actions to restore and protect those resources for present and future generations." These actions are taken on behalf of the American public in cooperation with other natural resource trustees.

### FY 2001 ANNUAL PERFORMANCE GOAL

In Fiscal Year 2001, increase the cumulative number of restoration projects to 85, increase the cumulative number of damage assessments resulting in settlements to 185, and to increase the cumulative percentage of funds received into the Restoration Fund equal to 225% of the cumulative annual appropriations.

### Strategies

The Restoration Program continually reinforces its programmatic emphasis on the restoration of injured lands. The Program has established a framework to designate and support authorized officials to effectively direct and manage restoration planning and implementation activities. Recent legal opinions from the Solicitor's Office have clarified options on the use of restoration funds deposited into the Restoration Fund, including opportunities for using settlement funds as matching funds with other programs under certain circumstances. The Program works actively to improve integration and to identify partnership opportunities with other programs, both internal and external to the government. An interdisciplinary team is developing a Restoration Handbook to address a variety of issues and obstacles often encountered in planning and implementation. The Handbook will be the first standardized document to guide Interior bureaus and offices in their restoration activities, and will be distributed to Departmental bureaus and staffs in Fiscal Year 2000.

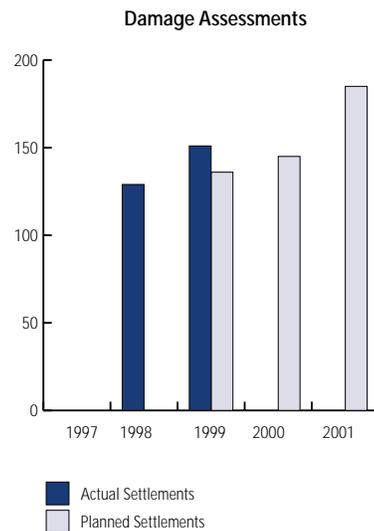
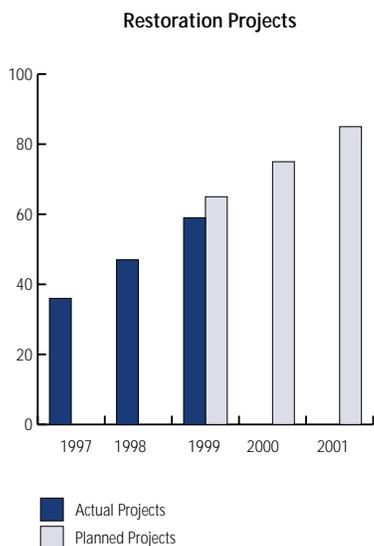
To increase the number of cases resulting in settlements, the Restoration Program will study existing settlements to develop a Department-wide policy and process for reaching settlements. The team will focus on developing scientific, legal, and financial standards that will provide consistency required to insure that all Interior concerns have been sufficiently addressed.

The Restoration Program has recently commissioned a cost recovery study to clarify what costs are recoverable under the appropriate legal authorities. The study should be implemented during FY 2001, and will also provide for a standardized methodology to document costs, thus helping the Restoration Program meet its FY 2001 goal.

### Natural Resource Damage Assessment and Restoration Program

The Restoration Program is authorized by several laws, including the *Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA) of 1980, as amended, and the *Clean Water Act*, as amended by the *Oil Pollution Act* (OPA) of 1990. These laws authorize natural resource trustees, the Federal and State governments, Indian tribes, and foreign governments, to determine the level and extent of injuries to, or lost uses of, natural resources, to seek monetary or in-kind compensation from responsible parties, and to use recoveries for restoration to pre-release/spill conditions. CERCLA, as amended, is undergoing reauthorization. Potentially, there may be changes that impact damage assessments and affect the operation of the Restoration Program.

The Department-wide Restoration Program's primary focus is the restoration of injured natural resources and lands under the stewardship of Interior. The first step in the process is to select priority natural resource damage assessments projects (damage assessments), determine the extent of injury and assess damages. The assess-



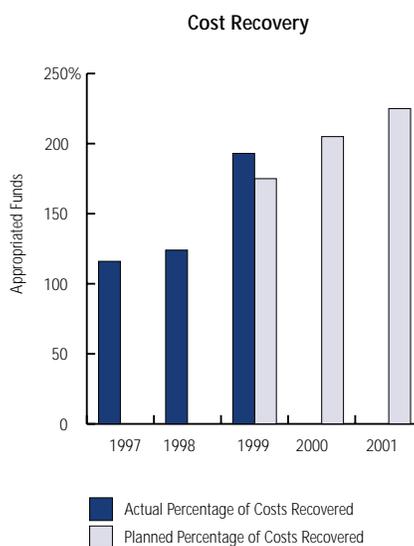
ments are carried out utilizing the multi-disciplinary strengths and expertise of Interior's bureaus and offices, and usually leads to negotiated settlements, including the financing of restoration projects, with the parties responsible for the hazardous substances or oil spills. Restoration projects are implemented through restoration plans after completion of a public comment period.

#### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In Fiscal Year 1999, increase the cumulative number of restoration projects to 65.

**Report:** At the end of FY 99, a total of 59 restoration projects were underway. Implementation of restoration actions has been slowed by issues such as Trustee coordination, compliance with other laws like NEPA and ESA, and staffing resource issues at regional and field locations where available staff may be involved with other ongoing damage assessment cases. Guidance on key policies and legal guidelines are being prepared for field staff and should help expedite each case. The program anticipates meeting its FY 2000 target of 75 restoration projects completed.

**Goal:** In Fiscal Year 1999, increase the cumulative number of damage assessment projects resulting in settlements to 136.



**Report:** A cumulative total of 151 settlements was reached exceeding the goal. However, some of these settlements were small in nature or may have involved bankruptcies. Such small-dollar settlements may result from DOI settling with one responsible party at a site with multiple responsible parties, such as a landfill. It proves to be more cost-effective to wait until a sufficient number of smaller parties have settled before embarking on restoration actions. In a similar fashion, bankruptcy settlements often identify the Interior claim

allowed by the court, but the actual return of settlement proceeds can be pennies on the dollar, making restoration actions impracticable in the short term. The increased number of settlements reached in FY 1999 is believed to be somewhat skewed by the number of small cases and bankruptcy settlements.

**Goal:** In Fiscal Year 1999, increase the cumulative recoveries to 175% of cumulative appropriations.

**Report:** The FY 1999 goal was met. As of the end of FY 1999, a cumulative amount equal to 193% of the cumulative annual appropriations had been received into the Restoration Fund. Over \$25 million was received during the year, including nearly \$12 million for restoration and past costs at the Saginaw Bay, MI site.

#### DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p>Upon final settlement, the funds are tracked by damage assessment or restoration on a personal computer within the Department. Also tracked is the status of restoration projects. Damage assessment negotiations with a potentially responsible party can continue until a settlement is reached. A complete data base for all damage assessment and restoration projects is under development. Interior is notified by the project leader when a damage assessment is completed and by the Department of Justice when settlements are reached.</p>
<p>Validation</p>	<p>Measurement of performance values is by means of the data collection systems in place and ongoing improvements to those systems. Verification is by regular updates to the system data by the field, on-site visits, and the regular reporting on the finances of each project.</p>

## Long-Term Goal

Maintain Healthy Natural Systems

## Performance Indicator

South Florida Natural Systems Restored

### Our Objective

The mission of the South Florida Ecosystem Restoration task force is to restore, preserve, and protect the South Florida ecosystem while maintaining a sustainable South Florida economy.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, Federal agencies participating in the task force will acquire approximately 12,225 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 82,540 acres of land in the South Florida ecosystem of which 14,342 will be acquired with funding provided through the Department of the Interior.

### Strategies

The South Florida Task Force is developing a Strategic Plan for restoring the South Florida environment. The Strategic Plan has three goals. The first, is "Getting the Water Right" to restore a more natural flow of water through the region while also providing adequate water supplies, water quality, and flood control. This addresses the quantity, quality, timing, and distribution of water throughout the system. The second goal is "Restoring and Enhancing the Natural System" by physically and biologically reconnecting natural habitats, and reestablishing species diversity and healthy populations of now threatened and endangered species. Reducing and reversing the rampant spread of invasive exotic species also will be important. The third goal is "Transforming the Built Environment" by developing lifestyles and economies that do not degrade the natural environment or reduce the quality of life in built areas. This will entail rebuilding or modernizing urban core areas to curtail the outward sprawl of suburbs and development. It also means balancing human needs and those of the natural system for a sustainable environment and a diverse and balanced economy. The participation of the State of Florida and many other non-Federal entities is

vital to the success of the South Florida initiative. The South Florida Task Force will monitor and report separately to Congress on achieving the three goals.

For FY 2001, the goal tracks the acquisition of land in the South Florida area. Land acquisition is a first step in allowing many of the projects that will help achieve these three goals to go forward. By the end of FY 2001 most of the Federal land acquisitions will be completed.

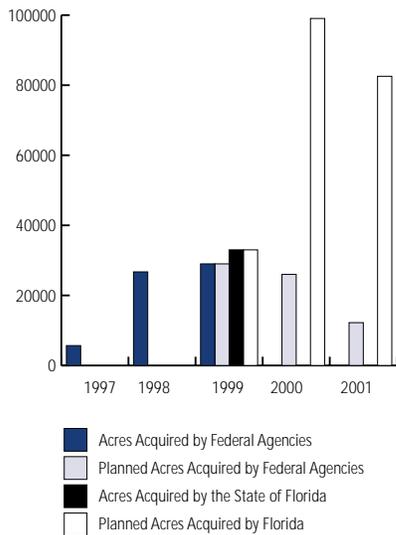
Other goals that were included in the Departmental Overview for FY 2000 are not included in this overview, but may be monitored by the South Florida Task Force. Once the Strategic Plan is completed, other goals may be included in the Overview.

### South Florida Ecosystem Restoration

This is one of the country's most significant environmental initiatives. Besides being one of the world's unique environmental resources, this vast South Florida region is home to more than six million Americans, some of the fastest growing cities in the country, a huge tourism industry, and a large agricultural economy. Over the past 100 years, manmade changes to the region's water flow have provided important economic benefits to the region, but also have had deteriorating effects on the environment. Biological indicators of native flora and fauna show severe damage throughout South Florida.

To address this problem, the Departments of the Interior, Agriculture, Commerce, Army, Justice, and the Environmental Protection Agency signed an interagency agreement in September 1993 creating the South Florida Ecosystem Restoration Task Force. The group works to integrate Federal plans, policies, and programs in the Everglades ecosystem. In May 1995, the task force was expanded to include the Florida Lieutenant Governor and the Chairmen of the Seminole and

South Florida Acres Acquired



Micosukee Tribes. In October 1996, the President signed the *Water Resources Development Act* (PL.104-303), which included provisions to expand the membership and scope of duties of the task force and designated the Secretary of the Interior as chairperson.

South Florida Task Force partners have come to three important conclusions:

- On its present course the South Florida ecosystem is not sustainable;
- The natural system and the built environment are inextricably linked; and
- Fixing South Florida ecosystem problems will take decades of commitment.

These conclusions have led to an emerging vision of South Florida as a landscape whose health, integrity, and beauty are restored and are nurtured by its interrelationships with South Florida's human communities.

#### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, Federal agencies participating in the task force will acquire and/or extend offers on approximately 29,000 acres of land in the South Florida ecosystem, and the State of Florida will acquire and/or extend offers on approximately 33,000 acres of land in the South Florida ecosystem with funding provided through the Department of the Interior.

**Report:** In FY 1999, Federal agencies acquired 10,326 acres in the South Florida Ecosystem. This is less than the 29,008 acre goal for federally acquired land. This acreage target goal was set in anticipation of receiving a \$35 million appropriation for the East Everglades Expansion Area in FY 1999. The NPS received \$20 million in FY 1999 but the target was not adjusted. Also, the actual acreage does not include acreage forwarded to U.S. Dept. of Justice for condemnation. During 1999, accelerated acquisition of land in the East Everglades Expansion Area resulted in NPS action on approximately 3,770 acres during the months of September and October 1999.

The FY 1999 goal for acquisitions by the State of Florida using Federal funds was exceeded. The State acquired 43,336 acres.

**Goal:** In FY 1999, at least two species in South Florida will be eligible for reclassification from endangered to threatened.

**Report:** In FY 1999, the Bald Eagle was eligible for delisting and delisting was proposed, with final action to be taken in FY 2000. The crocodile is eligible for reclassification from endangered to threatened. Initial action for reclassification of the crocodile is proposed for FY 2000.

**Goal:** In FY 1999, the number of melaleuca infested public land areas will be reduced to about 352,000 acres. The number of acres of public lands infested with Brazilian Pepper and Old World Fern will be reduced consistent with the task force strategy developed.

**Report:** By the end of FY 1999, the acres infested with melaleuca had been reduced to 359,000, which is 7,000 acres short of the goal. Severe weather conditions in 1999 in Florida limited treatment of infested acreage. Components of the invasive species strategy were completed in FY 1999 and are being implemented during FY 2000 and will be fully implemented by FY 2002.

**Goal:** In FY 1999, establish and/or maintain four research and monitoring programs to determine the principal cause(s) of decline in coral reef communities in the Florida Keys.

**Report:** In FY 1999, this goal was exceeded; 10 programs are in place in the Florida Keys National Marine Sanctuary to monitor the health and status of the nation's only living barrier coral reef ecosystem. Monitoring programs obtained critical data on the effects of no-take management on the abundance and size of key species (spiny lobster, reef fish, queen conch) and functional changes in the reef environment; and monitored hard corals for changes in the frequency, abundance, and percent cover of these species. The data gathered from all of the Sanctuary's monitoring programs in 1999 will facilitate the establishment of long-term coral reef conservation and protection programs.

**Goal:** In FY 1999, the Central and South Florida Restudy Plan will be submitted to Congress.

**Report:** The report was submitted to Congress in FY 1999.

#### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Agency land records are the source of data. Consistency and accuracy of reporting by agencies must be verified.
Validation	At this time, a manual review is made of lands transaction paperwork and deeds transfer documentation.

## Long-Term Goal

Maintain Healthy Natural Systems

## Performance Indicator

California Desert Protection and Restoration

### Our Objective

The California Desert Project is a multi-agency initiative to manage desert landscapes in California for protection, preservation, and restoration of fragile desert lands, habitats, wildlife, and cultural resources. Through cooperative management each agency achieves greater operational efficiency, enhances resource protection, and the public is better served.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, complete six (eighth cumulative) Coordinated Management Plans for the California Desert (West Mojave, Northern and Eastern Mojave, Northern and Eastern Colorado Coordinated Management Plans; the Coachella Valley Habitat Conservation Plans; and the Mojave National Preserve and Death Valley National Park General Management Plans).

### Strategies

Under this new goal, the first strategy identified is completion of the Coordinated Management Plans. The agencies will identify areas of common needs where targets for efficiencies might be gained through consolidation, integration and restructuring and encourage agency staffs to establish new efficient processes whenever possible. The Desert Managers Group will ensure that these plans are implemented in a coordinated and cost effective manner. Interagency work groups will oversee implementation of high priority elements of the plans including:

- 1000 wild burros captured and placed in adoption programs
- 5 upland and 5 riparian high priority habitat areas restored
- 20 illegal dumps sites cleaned up and restored
- 5-year desert tortoise recovery action plan developed
- one range-wide desert tortoise monitoring program developed and implemented

- one "pilot" decision support system for the California Desert developed and tested

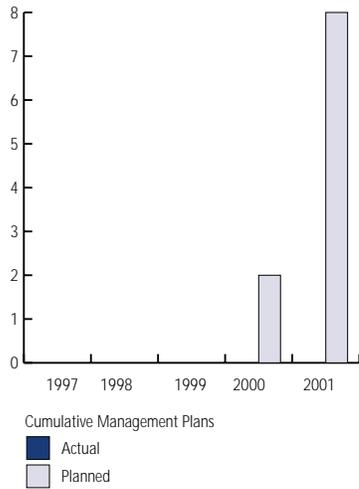
Some of these measures may be selected as annual performance measures in out-year annual plans.

### California Desert Program

The California Deserts are vast, seemingly harsh yet fragile lands within a day's drive of 40 million people. Approximately 80 percent of the desert, or 20 million acres, is publicly owned and includes three national parks, six military bases, 72 wilderness areas, 15 state parks and extensive holdings of public lands managed by the Bureau of Land Management. Conflicting demands for use of California desert lands make it imperative for governmental agencies to work cooperatively in support of agency missions, protection of desert resources, and public use.

The California Desert initiative has been established to bring together agencies with diverse missions, yet common goals, in planning and management of the natural and cultural resources of the California Desert. This area encompasses approximately 25 million acres, or one-fourth of the land area of California. More than 50 percent of the area is under the management of agencies of the Department of the Interior (DOI). The *California Desert Protection Act of 1994* mandated change in management of approximately 9 million acres by establishing National Parks, National Wilderness Areas, and designation of other special areas. A mechanism for addressing desert-wide issues was established in the form of the California Desert Managers Group (DMG): an interagency group that is coordinating and integrating desert conservation, visitor services, and public safety efforts in the California Desert. Specifically, the DMG coordinates and integrates efforts to manage wild burro population, restore damaged habitats, clean up

California Desert



illegal dumps, provide public information and education, address critical scientific questions, monitor desert tortoise populations, and integrate multi-agency budget requests. Under the multi-agency management umbrella provided by the DMG, interagency collaboration is occurring; duplication of effort is being eliminated; resources are being shared; data are being collected in a uniform manner; comprehensive regional analyses are being conducted; and complementary and more uniform management polices are being developed. Partners involved with this effort include the State of California, Department of the Defense, and Department of the Interior (BLM/NPS/FWS/USGS).

## FY 1999 ANNUAL PERFORMANCE REPORT

### Goal: New Goal for FY 2001

The California Desert Program goal has been added to the FY 2001 Annual Performance Plan. Two resource management plans will be finalized in FY 2000, even though there are no established FY 2000 performance goals. An Interagency Strategic Plan for Management of Wild Burros in the California Deserts was completed in January 1999. Over 1000 burros were captured and placed in adoption programs under this strategy in 1999. A California Desert Website ([www.california-desert.gov](http://www.california-desert.gov)) was established that provides ready access about the deserts recreation and natural resources to people who wish to travel to or learn more about the desert. An Internet based Geographic Information System was completed and made operational ([www.mojavedata.gov](http://www.mojavedata.gov)). This GIS contains over 54 data layers that are readily accessible by land managers, local communities, and other interested parties.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	As Coordinated Management Plans are developed, the Desert Managers Group (DMG) will be reviewing the individual plans.
Validation	The validation for completion of the plans is straight forward: the plans are either completed or they are not. Departmental review of the individual plans will verify that they have been prepared.

## Long-Term Goal

Maintain Healthy Natural Systems

## Performance Indicator

Natural Processes Restored through Fire Management

### Our Objective

It is the goal of Interior's Wildland Fire Management program to integrate fire into land and resource management planning and activities; protect Federal and trust lands, resources and public welfare from destructive fire; and use fire to maintain and restore healthy and sustainable ecosystems.

### FY 2001 ANNUAL PERFORMANCE GOAL

By 2001, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1,113,000 acres

### Strategies

Under this crosscutting goal, the BLM, NPS, FWS, and the BIA in Interior, along with the USFS in the Department of Agriculture, conduct fire management activities as part of their land management missions. These activities include prescribed controlled burns, mechanical clearing activities, and other land treatment to prevent the build-up of forest and grassland fuels that can lead to wildfires.

### Wildfire Management Program

Historically, these efforts focused on suppression of wildfires. Over the past several decades, a better understanding of the critical role that fire plays in shaping and maintaining healthy ecosystems has been incorporated into agency fire management practices. The 1995 Federal Wildland Fire Policy and Program Review emphasized the need to incorporate fire into managing ecosystems. In 1996, the Secretaries of the Interior and Agriculture jointly endorsed the principles, policies, and recommendations of the resulting report and directed the agencies to implement the report's recommendations. The new fire management policy moves the two Departments beyond their traditional role of fire suppression toward an approach that integrates fire into managing lands and resources in an ongoing and systematic manner.

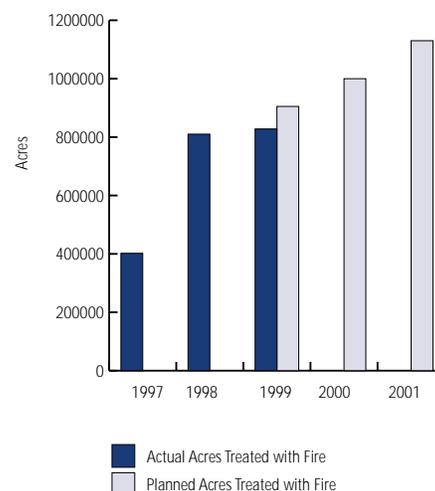
The Department's oversight role will facilitate common policy interpretations among the bureaus and complementary planning and management strategies across administrative boundaries.

### Proposed Legislation

There is a bill before Congress that would change the Fair Labor Standards Act for fire fighters who are currently exempt from this act and not eligible for hourly overtime pay. The legislation could increase the number of fire fighters that would be available for suppression duties by creating an incentive through overtime pay. This could increase the capabilities of the bureaus in meeting the workload needs during peak fire season times.

The goal to restore natural ecological processes by increasing the use of fire will help reduce the risk to the public and to fire fighters. As more acres are treated and a maintenance schedule is implemented, wildfires threatening people and facilities should reduce over time.

Acres Restored Using Fire



## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, complete action on 15 steps in the Wildland Fire Safety Awareness Study.

**Report:** The 15 steps were completed for this goal. There will be no further reporting of this goal due to its very limited involvement of the fire program as an organization. Work will continue to complete the remaining tasks.

**Goal:** By the end of FY 1999, 75 percent of bureau fire management plans will be revised.

**Report:** The goal of 75 percent was met for this task. There will be no further reporting of this goal due to its very limited involvement of the fire program as an organization. Work will continue to complete the remaining tasks.

**Goal:** In FY 1999, 905,000 acres will be treated with fire. (Reporting is done on a calendar year, not fiscal year basis.)

**Report:** The final figure for this goal is 827,824 acres treated. FY 1999 was one of the worst years for wildfires during the summer and fall, which kept the crews

active on their first priority, fighting fires to protect people, property and lands. At such times, the weather/fuel prescriptions were not within acceptable ranges for burning and the overall lack of personnel to carry out the treatments reduced the number of acres treated.

Though we did not meet our planned target for acres treated, this is an acceptable outcome. The fire management goal is based on using available fire crews and equipment for prescribed burns. We don't set goals for fighting wildfires, but when wildfires occur, fire crews and equipment must address this need before they can work on the prescribed burn goal. Whenever this situation occurs, the acreage treated is likely to fall below our performance target levels.

**Goal:** By the end of FY 1999, new fire planning, prevention, and training standards will be established for 60 percent of key positions.

**Report:** This goal was exceeded with 100 percent of all positions established with common standards. This goal will no longer be reported since it has been completed.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Plans are completed and approved at local levels, approvals may occur the following year due to high fire suppression activity or Oct. 1 fiscal year reporting deadline
Validation	Spot reviews are made by higher level offices to maintain quality control

## Long-Term Goal

Protect and Recover Imperiled Species

## Performance Indicator

Species Protected

### Our Objective

The goal is to protect and recover species listed as threatened or endangered and protect candidate species nationwide under the legislative authority of the Endangered Species Act of 1973 (ESA). Additionally, our goal is to improve and stabilize listed species in our National Parks.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, 210 of 568 species populations listed a decade ago or more are improving or stable, 20 species are approved for removal from candidate or proposed status, 62 of 442 species in park areas show improved status, and 80 of 442 species in park areas have stable status.

### Strategies

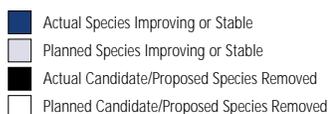
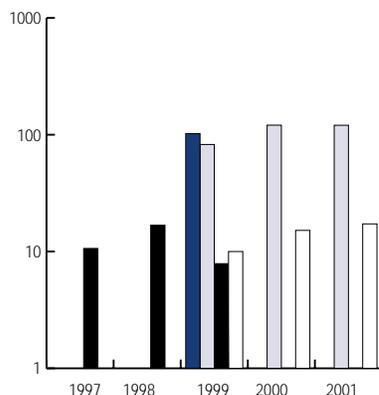
The FWS will streamline the ESA section 7 consultation and approval process, work with other Federal agencies to minimize the adverse impacts of Federal actions on listed, proposed, and candidate species and designated critical habitat, and use programmatic consultation. The FWS will also focus on precluding or removing the need to list species as threatened or endangered.

There are at least 168 species listed under the Endangered Species Act, which are on NPS lands and have recovery plans. The NPS, in collaboration with private and public organizations at national, regional, and local levels, supports FWS recovery plans for species. NPS education programs help overcome barriers to protecting habitat (which usually extends beyond park boundaries).

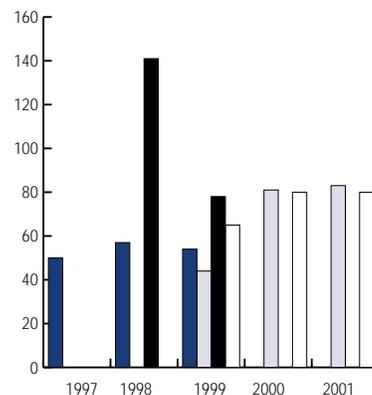
### Bureau Programs

FWS and National Marine Fisheries Service, in the Department of Commerce, share responsibility for administration of the ESA. The FWS provides technical assistance to municipal and county governments in the development of large area, multiple species habitat conservation plans. There are presently over 200 habitat conservation plans in development. In addition, there are over 240 habitat conservation plans in effect. The FWS works collaboratively with states, Territories, other Federal agencies, and the private sector to identify species that may need conservation and plan and implement conservation measures.

Species Status



Species in National Parks



NPS has responsibility for over 2,500 recovery tasks in Federally approved recovery plans involving threatened and endangered species with critical habitat on park lands, as well as those species requiring NPS recovery actions. Recovering these species provides park visitors with an opportunity to view nearly complete ecosystems. Restoration of these species provides park managers with information that can be applied to the management of other species, perhaps preventing them from becoming listed.

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, 63 of 499 (12.6%) of the species populations listed a decade ago or more are improving and/or stable and 10 species are approved for removal from candidate or proposed status.

**Report:** In FY 1999, 99 of 499 (19.8%) species populations were improving or stable, exceeding the goal. The baseline for 2001 has increased to 568 species.

The goal of 10 species removed from candidate or proposed status was not met. The FWS anticipated taking

actions to preclude the need to list 10 species in decline during FY 1999; however, FWS actions precluded the need to list 7 species in decline. The candidate species baseline is 261 species, and all of these species require conservation actions. In funding conservation actions for candidate species (including developing agreements with landowners), funding is distributed to implement actions for many high priority species, rather than concentrating on a few species. This is often necessary to thwart significant declines and even extinction. This reduces the funding available to implement actions which might preclude listing species.

**Goal:** In FY 1999, 44 of 436 species in park areas show improved status, and 65 of 436 species in park areas have stable status.

**Report:** The goal for improving and stable threatened and endangered species was exceeded. In FY 1999, 54 species were improved and 78 species were stable. Future performance regarding the stability of populations is uncertain because the populations are so dynamic.

### DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>FWS</b> Data are compiled by field biologists at Regional Offices of the Division of Ecological Services.</p> <p><b>NPS</b> Data are collected by field Natural Resource Specialists at individual parks on an annual basis</p>
<p>Validation</p>	<p><b>FWS</b> Compiled data from all Regions are reviewed by Washington Office staff, and data discrepancies are resolved with regional and field office staff.</p> <p><b>NPS</b> Data are entered annually by parks and cross referenced with previous years data, individual recovery plans, and USFS data sets. Performance will be verified and validated at several levels including regional and national. Other methods to verify and validate performance information include random sampling and testing of data, statistical analysis, and modeling.</p>

## Long-Term Goal

Protect and Restore Cultural Resources

## Performance Indicator

Cultural Properties (Sites) Restored

### Our Objective

Cultural resources, including historic structures and pre-historic sites, are the physical links to our Nation's past and are essential components of many National Parks. Satisfaction of this goal increases the number of historic structures, cultural landscapes, and archaeological sites in parks in good condition.

### FY 2001 ANNUAL PERFORMANCE GOAL

At the end of FY 2001, 46% of 24,225 structures are in good condition (baseline year 1999) and 28.7% of 359 cultural landscapes are in good condition against the baseline.

### Strategies

The 1998 update to the List of Classified Structures database indicated 43.1% (9,985 of 23,167) structures were in good condition. That baseline is now increased to an inventory of 24,225 structures. National preservation standards define condition in terms of the character, material, and stability of the structure. Condition, as it is used here, is not an indication of the amount of work required to maintain a structure. Good condition is defined as where the structures and significant features need only routine or cyclic maintenance, although that maintenance may be significant. All restoration, maintenance and preservation of the historical structures are done in the parks.

Of the 236 landscapes where condition has been assessed on the 1998 Cultural Landscapes Inventory, the NPS's inventory of cultural landscapes, 32.6% were in good condition. The 2001 goal of 28.7% is based on an inventory of 359 cultural landscapes. The decreased percentage for landscapes in good condition in FY 2001 is a result of the increase in the baseline from 236 to 359, not a decrease in the absolute number in good condition. Condition is based on evidence of major negative disturbance and deterioration by natural and/or

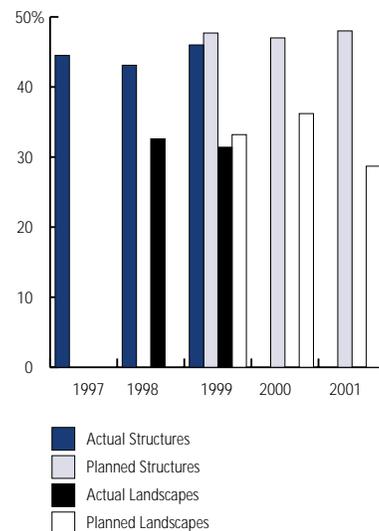
human forces. Good condition requires that the landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions and no immediate corrective action is required to maintain its current condition.

### NPS Program

Historic and prehistoric structures and the events surrounding them are key park cultural resources, forming the basis for 220 parks, and are integral to many other parks. Maintaining these structures in good condition responds to the NPS Organic Act, the National Historic Preservation Act, and the cultural resource integrity of the national park system.

Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features, and use. They range from large rural tracts covering several thousand acres, such as the Gettysburg battlefield and the Blue Ridge Parkway, to formal designed landscapes of less than two acres, such

Structures and Cultural Landscapes Restored



as Frederick Law Olmsted's home and studio. Funding for the Vanishing Treasures Initiative and Cultural Resources Preservation Program will help overcome a backlog of essential preservation work, bring prehistoric and historic structures to a condition that can be preserved by routine maintenance activities, and will ensure that a trained and skilled workforce is in place for maintaining these resources. These funds, combined with other sources will further enable parks to meet the NPS long-term goals.

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** By September 30, 1999, 47.7% (11,051 of 23,167) structures are in good condition.

This goal was subsequently changed because the baseline was revised in FY 1999 to reflect an increase in the number of properties on the Classified List of Structures to 23,167. The goal of 11,051 structures in good condition was retained, but the percentage in good condition goal is now 46% (11,051 of 23,167).

**Report:** This goal was not met. The number of historic structures maintained in FY 1999 increased to 24,225 and this is reflected in the new baseline for FY 2001. The condition of 674 structures improved from fair or poor to good, but this is 392 structures fewer than predicted. A longer-term analysis is needed to determine whether the 1999 projections were overly ambitious based on workload, the scope of restoration and repair required, or setting achievable targets.

**Goal:** By September 30, 1999, following finalization of baselines in FY98, set target that 33.9 % of 236 landscapes on the Cultural Landscape Inventory, in 1998, are in good condition.

**Report:** This goal was not met. There were 590 cultural landscapes maintained by the NPS in FY 1999. Of the 236 assessed for condition only 31.4 percent (74) were in good condition. Further assessment is needed to determine why the goal was not met, including whether the initial target was overly ambitious given the condition of the landscape and the ability of the NPS to improve the condition.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	The park historic structures program and the cultural landscapes program fund and train specialists to assess all historic and prehistoric structures. Park superintendents verify that the data is correct. The specialists then update the LCS and CLI databases.
Validation	Regional coordinators for the LCS and CLI databases verify the condition of structures and landscapes with park superintendents and receive concurrence from Regional Directors prior to submitting data to WASO. Reliability of data depends on standardization of procedures, definitions, and the application of such standards consistently across all parks of the national park system. The LCS and CLI provide those standards and are, therefore, capable of providing reliable data as has been confirmed by independent GAO audits on several occasions in the past. Measured performance will be verified and validated at several levels including regional and national.

## 2.2 STRATEGIC GOAL 2: PROVIDE RECREATION FOR AMERICA

### Key Outcomes

To meet the goal of providing recreation for America, the Department will achieve the results shown in the table below.

### Why We Are Focused on Visitors

Interior-managed lands support tremendous recreational use. In Fiscal Year 1999,

- the NPS had more than 280 million visits,
- the BLM public lands had about 75 million visits,
- the FWS National Wildlife Refuge System about 36 million visits, and
- BOR water projects created water-based recreation opportunities for about 90 million visitors

The total economic impact of recreation activities on Interior lands exceeds \$28 billion. These recreation activities generate more than 400,000 jobs.

We want all these visitors to leave satisfied with their recreation experience because we want them to come back. We also want their visit to be a safe visit.

### How We Achieve This Goal

The Department of the Interior provides recreation opportunities on Federal lands. It also provides leadership and coordination and serves as a catalyst for recreation efforts by State and local government and the private sector.

Federal lands provide outstanding recreational opportunities, including hunting, fishing, camping, hiking, boating, driving off-highway vehicles, mountain biking, and

birding. Interior will continue to promote and provide those recreational opportunities consistent with other land uses and with maintaining the health of the land.

We are committed to providing access to public lands and enhancing opportunities for everyone to enjoy the benefits of our Nation's heritage. Adequate funding of the national parks, wildlife refuges, and other public lands will continue to be a high priority. Increased entrance fees at many of the larger "destination" parks and recreation areas may begin to address the funding and infrastructure problems that persist.

### Strategies To Meet This Goal

- Know and understand visitor needs by conducting customer surveys to obtain a broad base of visitor information.
- Promote visitor safety by maintaining safe facilities, providing employee assistance, and educating visitors.
- Protect resources for others to enjoy by educating recreational visitors about to understand the value of the land and its uses. Promote user ethics by helping people understand the value of the land and its resources and their responsibility to protect it.
- Offer "one-stop shopping" for recreational information and services through the interagency Federal recreation web site, "www.recreation.gov."
- Seek a fair level of user fees to pay for the use of public lands, and increase revenues and cost recovery for services. Convert the Recreation Fee Demonstration Project to a permanently authorized one.
- Expand the use of volunteers. Actively enroll new volunteer groups and associations.
- Increase concession revenue. Expand concession opportunities while ensuring that the returns the Federal government receives reflect fair market value.

### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Provide quality experiences to visitors on federal lands and facilities	• Visitor satisfaction rate
Provide for Safe Visits to Public Lands	• Visitor accident/incident rate

- Establish partnerships and collaborative efforts to encourage protection of “areas of national significance” such as national trails, wild and scenic rivers, wilderness areas and heritage areas that cross jurisdictional lines.
- Help states, tribes, territories, and non-profit groups promote recreation. Provide recreation management training and technical assistance, as needed, to States, tribes and localities. Provide grants to States, tribes and localities for wilderness and developed recreation opportunities.



## Long-Term Goal

Provide a Quality Experience to Visitors on Federal Lands and Facilities

## Performance Indicator

Ensure Visitor Satisfaction

### Our Objective

To better serve the recreational public, the NPS and the BLM have developed survey systems to measure visitor satisfaction and monitor public perceptions of agency recreation programs. The data are used to identify issues needing management attention and to compare agency performance to other recreation providers.

### FY 2001 ANNUAL PERFORMANCE GOAL

Interior's goal is to maintain the high level of satisfaction among recreational visitors. FY 2001 target levels are 95% satisfaction with facilities, services; and recreational opportunities for NPS visitors; and 94% satisfaction with their recreation experience for BLM visitors, for those responding to surveys.

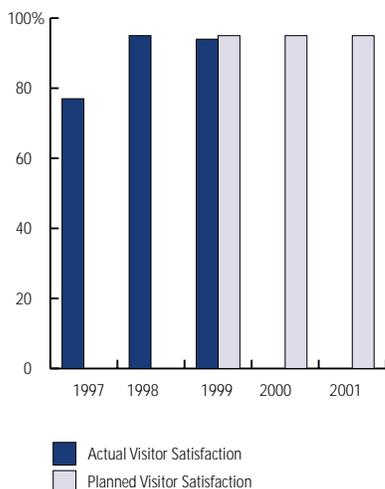
Note: NPS and BLM surveys use different survey instruments and methodologies. In addition, different types of recreational activities are allowed on NPS and BLM lands, and visitors may have differing expectations. BLM surveys are conducted every two years.

### Strategies

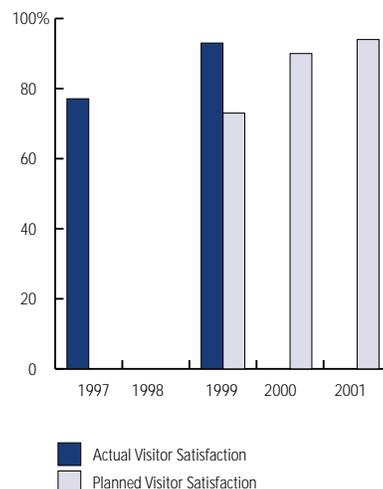
Millions of people visit Interior-managed lands each year. The National Park Service is responsible for 379 national parks, battlefields, historic sites, monuments, recreation areas, and other nationally significant sites. An estimated 295 million people will visit America's national parks in 2001. The Bureau of Land Management manages over 264 million acres of America's public lands, located primarily in the 12 Western States. An estimated 65 million people will visit BLM lands in 2001 for uses such as wildlife viewing, hiking, camping, hunting, fishing, and white water rafting. Other Interior agencies, such as the Fish and Wildlife Service and the Bureau of Reclamation, also host millions of visitors each year. In addition to providing relaxation and enjoyment for millions of people each year, recreation on federal lands also supports a tremendous amount of economic activity and jobs for local communities.

Additional information about federal recreation opportunities and programs is available on the interagency

National Parks Visitor Satisfaction



BLM Visitor Satisfaction



federal recreation website Recreation.gov  
(www.recreation.gov).

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** (NPS): In 1999, 95% of national park visitors responding to a survey are satisfied with appropriate park facilities, services, and recreational opportunities.

**Report:** An assessment of visitor surveys completed during FY 1999 found that 94% of park visitors were satisfied with park facilities, services, and recreational opportunities in the parks. The difference between the projected target and the actual results is not significant.

**Goal:** (BLM): In 1999, 73% of BLM recreation users responding to a survey are satisfied with their experience.

**Report:** BLM survey results in FY 1999 found that 93% of recreation users were satisfied with their experience. The target of 73% was set without the benefit of a baseline from previous surveys covering similar recreation sites. As a result of the higher-than-expected performance level, BLM has increased its target levels for subsequent years.

### DATA VERIFICATION AND VALIDATION

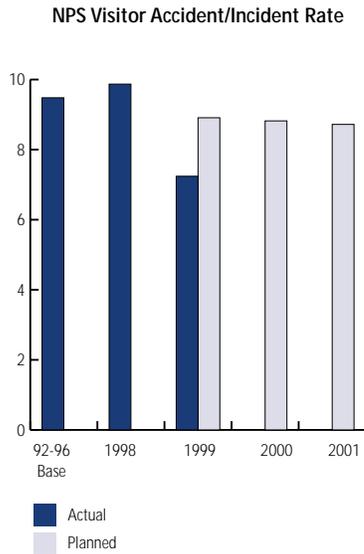
Data Collection Methodology, Sources, and Limitations	<p><b>NPS</b> Survey data are collected at all NPS units over several survey months. A mailback questionnaire allows a sample of visitors to rate various park facilities and services. Visitors are also asked to rate their overall satisfaction. The surveys are conducted through a cooperative research partnership between the NPS and the University of Idaho</p> <p><b>BLM</b> Survey data is collected by a BLM contractor using accepted survey methodologies. The survey data collected by the contractor is entered into BLM's management information system, where is available to managers and employees, and can be cross-referenced with other data.</p>
Validation	<p><b>NPS</b> Data gathered from all parks are analyzed and a report containing the results for each survey category is compiled for each park. These results are then compared to the existing baseline to measure the percent of satisfied visitors. This procedure is also used at the regional and national levels. A control group of 30 parks was used to ensure valid data.</p> <p><b>BLM</b> Data will be auditable based on accepted statistical standards for customer research. Representative sampling of selected recreation sites will be used to ensure statistical validity of the data.</p>

## Long-Term Goal

Provide for Safe Visits to Public Lands

## Performance Indicator

Ensure Visitor Safety



### Our Objective

Interior is committed to providing the millions people who visit our national parks and other facilities each year a safe and enjoyable experience.

### FY 2001 ANNUAL PERFORMANCE GOAL

Reduce the NPS visitor accident/incident rate to 8.72 incidents per 100,000 visitor days or lower, an 8% reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.

### Strategies

Visitor safety is a high priority in National Parks and other federal facilities. To help provide for visitor safety,

the National Park Service and other Interior bureaus conduct a variety of safety-related activities. These activities include identification and assessment of risks, sharing information about risk and safety, maintenance of facilities and grounds, security and law enforcement, health and sanitation systems, public education, and employee training.

### NPS Program

In 1999 NPS established a Public Risk Steering Committee to develop a strategic plan for public safety; develop implementation goals; and develop a new visitor safety policy.

The NPS is also improving its incident reporting system to provide better collection of data on accidents and incidents that occur in the parks. This information will be used to help focus resources where they will have the greatest impact toward improving the visitor experience.

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, NPS will reduce the visitor accident/incident rate by 6% from the NPS five year average (to 8.91 accidents/incidents per 100,000 visitor days).

**Report:** The parks are reporting a rate of 7.24 accidents/incidents per 100,000 visitor days or nearly a 24% decrease from the baseline rate.

The goal was exceeded.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations

Visitor incident data are collected at the park level. The visitation data is reported electronically from the parks to the NPS Public Use Statistics office.

Validation

Visitor incident/accident data can be validated at park level.

### 2.3 STRATEGIC GOAL 3: MANAGE NATURAL RESOURCES FOR A HEALTHY ENVIRONMENT AND A STRONG ECONOMY

#### Key Outcomes

To meet the goal of managing natural resources for a healthy environment and a strong economy, the Department will achieve the results shown in the table below.

#### Why We Develop and Protect

The Department of the Interior manages a wide variety of natural resources for commercial activities when development can be undertaken in an environmentally responsible manner. These resources, produced from public lands, including energy and non-energy minerals, water, timber, grazing land, and electricity, contribute substantially to virtually all sectors of the American economy. The Department's stewardship responsibility is to manage these natural and cultural resources of America while ensuring environmentally sound development and economic vitality.

#### How We Achieve this Goal

The public lands administered by the Bureau of Land Management produce 33 percent of the Nation's coal, 8 percent of its natural gas, and 5 percent of its oil. These lands also produce a large portion of the Nation's commercial minerals and metals, including stone for highways, potash for fertilizers, gold, and silver. Of the total of \$1.4 billion in annual revenues derived from BLM-managed lands, energy and minerals generated more than \$1.3 billion from mineral royalties, rents, bonuses, sales, and fees. Energy and minerals also generated 98

percent of the total \$12.4 billion of production value from BLM-managed public lands. The total direct and indirect economic output impact of the mineral production value is estimated to be \$26.6 billion out of the \$27.5 billion total in commercial activities on public lands administered by the Bureau. Yet even as these natural resources are developed, Interior strives to prevent unnecessary environmental degradation and to restore lands to a useful condition.

The Bureau of Reclamation is the largest supplier and manager of water in the 17 western States, delivering water to 31 million people for agricultural, municipal, industrial and domestic uses. Reclamation is the Nation's second largest producer of hydroelectric power, generating nearly \$1 billion in annual power revenues. Its multipurpose projects also provide substantial flood control, recreation, and fish and wildlife benefits. Over the past 95 years, Reclamation has developed safe and dependable water supplies and hydroelectric power to foster settlement and economic growth in the West. In recent years, Reclamation has moved from development to management of these important resources. In cooperation with State, tribal, local, and other entities, Reclamation encourages development of solutions for water supply problems that are consensus based, cost effective, and environmentally sound.

The Minerals Management Service manages the Nation's natural gas, oil, and other mineral resources on more than 1.48 billion acres of the Outer Continental Shelf (OCS), and collects, accounts for, and disburses revenues from offshore Federal mineral leases and from onshore mineral leases on Federal and Indian lands. In

#### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Ensure Environmentally Sound Development	<ul style="list-style-type: none"> <li>• Authorize sustainable grazing</li> <li>• Cost Effective Power Production</li> <li>• Pacific Northwest Forest Plan</li> <li>• Green Purchasing</li> </ul>
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<ul style="list-style-type: none"> <li>• Fair Market Value for Offshore Minerals</li> <li>• Ensure Compliance for Mineral Revenue Payments</li> </ul>

addition to managing OCS mineral resources, the MMS protects the marine environment by enforcing strict standards for pollution-free operations.

Currently, the OCS supplies over 27 percent of the natural gas and more than 20 percent of the oil produced in the United States. Since 1982, more than \$103 billion in revenues from mineral activities on Federal and Indian lands has been distributed by the MMS to the U.S. Treasury, states, Indian tribes and Indian allottees.

The goods, services, and revenues produced on Federal and Indian lands are economically significant to the Nation and to many local communities, particularly in the western and Gulf Coast States. Interior is committed to making these resources available for appropriate commercial uses while ensuring safety, protecting the environment, and receiving a fair return to the American taxpayer.

### Strategies

The Department will employ the following strategies to achieve this goal:

- Improve procedures for maintaining the long-term health and productivity of renewable resources and conserving non-renewable resources.
- Improve procedures to ensure that the public receives a fair return for the use of publicly owned resources.
- Forge partnerships and increase communications to identify ways to more effectively manage mineral and natural resources, and reduce administrative burdens for all parties.
- Develop interagency and intergovernmental approaches to improving customer service and more effectively sharing limited agency resources.
- Engage customers and stakeholders more effectively in consensus building processes while striving to balance national, regional, and local interests.
- Develop new technologies to support management objectives.



## Long-Term Goal

Ensure Environmentally Sound Development

## Performance Indicators

Authorize Sustainable Grazing, Cost Effective Power Production

### Our Objective

Interior's objective is to provide for the appropriate commercial use and development of federally managed lands and natural resources in an environmentally sound manner. These resources, including energy and minerals, water, timber, grazing land, and electricity, contribute substantially to virtually all sectors of the economy.

### FY 2001 ANNUAL PERFORMANCE GOALS

In FY 2001,

- authorize 1,646 livestock grazing allotments
- attain power production costs per Megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.

### Programs and Strategies

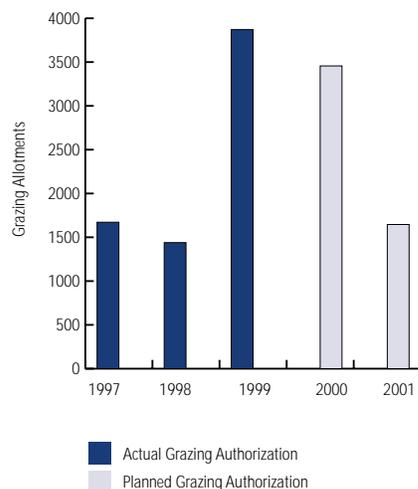
**BLM** Grazing permits are renewed every ten years. The varying performance levels shown in the chart reflect anticipated renewals. Strategies to achieve targeted performance for FY 2001 include increasing the health and sustainability of federally managed range lands allotted for domestic livestock grazing. Implementing

the Standards for Rangeland Health and Guidelines for Livestock Grazing initiative will help achieve healthy rangeland resources.

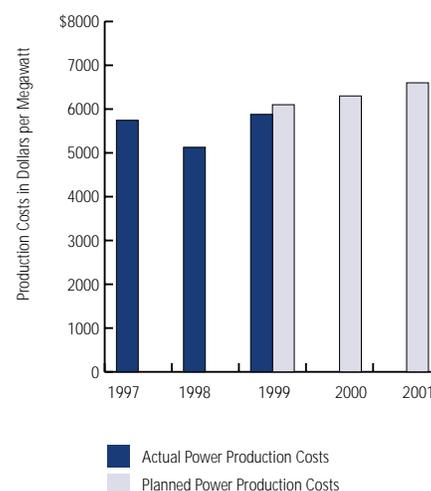
Public rangelands administered by the BLM provide livestock grazing for more than 17,000 operators on about 164 million acres of public lands in 16 western States. BLM is addressing the renewal of allotments through an implementation plan based on compliance with all applicable laws, regulations and policies affecting public land use management. Livestock grazing is also subject to BLM Policy for conserving special status species of plants and animals, including the fundamental requirements for ecosystem health, and standards and guidelines for livestock grazing activities found in of the grazing administration regulations at 43 CFR 4180.

**BOR** The goals for FY 2000 and FY 2001 have been revised to measure the cost of power production per megawatt of installed capacity of its facilities rather than per megawatt hour which was used in FY 1999. This change gives BOR a measure comparative with how

Sustainable Development



Cost Effective Power Production



costs are measured industry-wide. This is because water supply at any given plant varies greatly from year to year, but costs to run the plant are similar whether there is an abundant supply of water or not. When using costs per megawatt hour as a comparative indicator, it is difficult to measure whether costs per megawatt hour have increased on an annual basis because less water was available, and therefore, less power was produced or if operations were less efficient. Using costs per megawatt of installed capacity eliminates water supply from the equation.

Through the Hydroelectric Infrastructure Protection and Enhancement Program, the BOR is testing ways to maximize hydropower generation while maintaining system reliability. The BOR has continued to keep power production costs below the national average for comparable hydropower facilities. As facilities age, it will become more challenging to keep costs relatively low. It is BOR's goal to employ the latest technologies and operational practices to be able to provide power to its customers in the most efficient and effective way possible.

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** The authorization of livestock grazing allotments is a new goal for FY 2001; there was no counterpart goal for FY 1999.

**Goal:** In FY 1999, attain power production costs per megawatt hour (MWH) that rank in upper 25th percent for comparable hydropower facilities, as normalized by comparing FY 1999 water supply with the 10-year average water supply. Annual Target: \$2.57

**Report:** In FY 1999, the BOR exceeded the goal and achieved costs of \$1.66 per Megawatt hour. (Comparable to \$5,744 per megawatt as shown on the graph.) BOR exceeded the target both in dollar amount and in ranking because it achieved greater than the 75th percentile. As this goal was measured, costs per megawatt hour could fluctuate per year depending upon water availability. The FY 2001 goal will measure costs per megawatt of capacity.

### DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>BLM</b> Data on grazing are entered into the Grazing and Billing System by field offices.</p> <p><b>BOR</b> Reclamation costs are tracked in the financial system. Data generated from monthly PO&amp;M operations reports from each power plant contain the amount of power produced and are sent to Power Resources Office.</p>
<p>Validation</p>	<p><b>BLM</b> An information memorandum has been developed for use by each State Director as a tool kit to help assess the quality of the work. The BLM headquarters office also performs spot checks on the data for quality control.</p> <p><b>BOR</b> Regional office power managers are responsible for review of data. Data retained by the database administrator in the Power Resources Office and PO&amp;M 59 reports are used as validation.</p>

## Long-Term Goal

Ensure Environmentally Sound Development

## Performance Indicator

Pacific Northwest Forest Plan

### Our Objective

The goal of the Pacific Northwest Forest Plan is to maintain and restore the health of Northwest forested lands through the protection of key watersheds and valuable old-growth forests while providing for sustainable timber harvest and sales.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, offer 211 mmbf of timber for sale, and restore 35,000 acres of forested lands.

### Strategies

The goal of conserving and restoring forest resources is supported by the principal performance measure of restoring forest lands. Conservation Plans allow for sustainable timber harvests and promote the local economy.

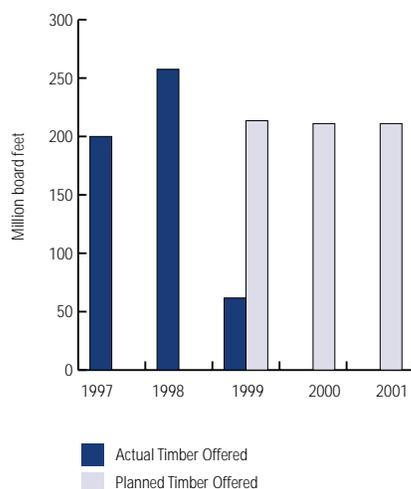
DOI will continue efforts to implement the Forest Plan by focusing more intensively on the survey and management of special status species. Efforts begun in 1999 by BLM will finalize survey and management efforts, as required by the Record of Decision for the Forest Plan, for over 400 endemic species thought to be rare. Efforts to improve fish and wildlife habitat on lands in western

Oregon will be addressed on several levels. Approximately 300,000 acres of watershed analysis will be updated, assuring that the Federal government is compliant with the Clean Water Act and that water quality meets the needs of anadromous fish species. USGS will contribute to these efforts by identifying essential habitats and specific life history requirements of sensitive species required to implement the Forest Plan.

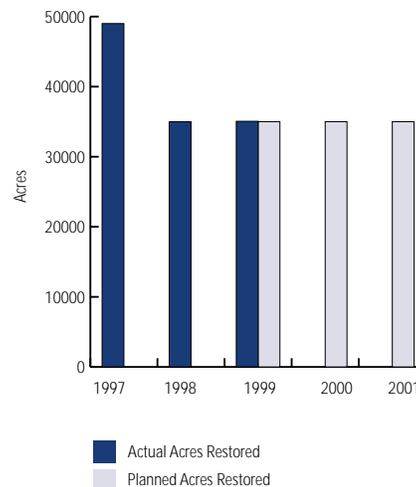
Interior plans to continue its participation in the Governor of Oregon's Plan for Salmon and Watersheds through the Jobs in the Woods initiative. These jobs are focused on improving water quality and restoring coastal salmon populations to productive and sustainable levels. BLM remains committed to preparing allowable timber sales of about 211 mmbf per year (on a long-term average) in western Oregon and northern California, as called for in the Forest Plan.

In FY 1999, Interior had additional goals for species recovery, job creation, and consultation procedures. The agencies implementing the Northwest Forest Plan are revising their GPRA goals. At this time, the agencies will track goals for timber offered for sale and forested

Forest Plan Timber Harvest



Forested Lands Restored



lands restoration. New goals that are representative of this program will be added to future annual plans.

#### **FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** In 1999, 35,000 acres of Oregon and California Grant Lands will be restored.

**Report:** Western Oregon's monitoring process identified 36,500 acres for restoration treatments at the end of FY 1998. Approximately 35,000 acres were programmed for high priority treatment to be accomplished during FY 1999. This goal was surpassed by 55 acres and there was no restoration project backlog.

**Goal:** In 1999, 80 species critical to forest health conditions will be surveyed, and 49 Habitat Conservation Plans (HCP's) will be implemented.

**Report:** The number of surveys completed prior to ground disturbing activities on BLM lands was 80 in FY 1999. This brings the number of surveys to 1,137 in total. Each project requires surveys for 3-6 groups of species (e.g. salamanders, snails, and mosses) sometimes with two to three required visits to the location under different weather conditions counted as one survey. There are 70 species known or suspected on BLM lands which require survey under the NFP. Over 3,400 new locations of these species were found and protected during these surveys. In addition to NFP surveys, surveys were done for federally listed and Bureau Sensitive birds, mammals, insects, amphibians, fish, and vascular plant species under agency policy.

In FY 1999, the cumulative number of HCP's was 13. This is far fewer than the target of 49 HCP's. Also, 13 HCP's is not consistent with prior year data. Under this goal in the FY 1999 annual performance plan it was reported that there were 24 HCP's at the end of FY 1997, and 37 HCP's at the end of FY 1998. It is not clear what the original framers of this goal intended to count, but it must not have been HCP's. Despite efforts to ascertain and understand what was intended by this goal, it has not been possible to do so. No one currently involved in HCP's for the Northwest Forest Plan has information to resolve this issue. This goal is discontinued after FY 1999.

**Goal:** In 1999, 168 employment opportunities will be created and 20 dislocated workers will be trained.

**Report:** The goal to create 168 job opportunities was met by creating jobs working to restore fish habitat in support of the Governor of Oregon's Coastal Salmon Restoration Initiative. A portion of these jobs are geared towards short-term restoration projects that may last 3-6 months, while others are geared towards providing for long-term economic diversification for local communities. Historically, the BLM has trained 16-20 dislocated forest industry workers per year, while paying family wages and stimulating economic growth for local communities. In FY 1999 the goal of training 20 workers was met.

**Goal:** In 1999, 213.5 mmbf of timber will be offered for sale.

**Report:** In FY 1999, BLM intended to offer 213.5 MMBF. However, two lawsuits affected timber sale programs [Oregon Natural Resources Council Action v. Bureau of Land Management and Forest Service (ONRC v. BLM), and Pacific Coast Federation of Fisherman's Associations v. National Marine Fisheries Service (PCFFA v. NMFS)], resulted in a timber sale offering of 61.7 MMBF. Most of this volume was offered in October, 1998, the first quarter of FY 1999. In March 1999, the Judge in PCFFA v. NMFS granted a Preliminary Injunction on a Forest Service sale, stopped the Endangered Species Act consultation process for anadromous fish, and halted the preparation of most new sales scheduled for the last half of FY 1999.

**Goal:** In FY 1999, the streamlined ESA section 7 consultation process will be used to review timber sales in 60 days or less instead of the 135 days.

**Report:** In FY 1999, this goal was met. In one fiscal quarter, consultations were completed in 41 days; in another quarter they were completed in 59 days.

## DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>Timber Offered</b> The Timber Sale Information System will track the entire timber sale process from offering, sale or no-bid, administration, payments, progress, completion, modification, and termination. This performance measure will include salvage and forest health sale offerings prepared under the Forest Ecosystem Health and Recovery Program fund (5900).</p> <p><b>Acres Restored</b> Information on the total acres restored is gathered by means of BLM district reports.</p>
<p>Validation</p>	<p><b>Timber Offered</b> Random sampling will be instituted for validating the timber sale process.</p> <p><b>Acres Restored</b> Compiled data from the districts is reviewed by the BLM State Office and by the BLM Washington Office staff, and data discrepancies are resolved with the State and field office staffs.</p>

## Long-Term Goal

Ensure Environmentally Sound Development

## Performance Indicator

Green Purchasing

### Our Objective

With regard to its own use of natural resources, Interior will expand its use of renewable resources, recycle more products, and efficiently manage its energy consumption.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001:

- 1) promote energy efficiency and reduce energy consumption at Interior facilities by 20% from 1985 levels,
- 2) increase by 40% the solid waste diverted from disposal in landfills through recycling, and
- 3) increase the purchasing rate of nine recycled content, environmentally preferable, and bio-based products preferentially by at least 30% per year until these products are in use in all appropriate Interior equipment and facilities.

### Strategies

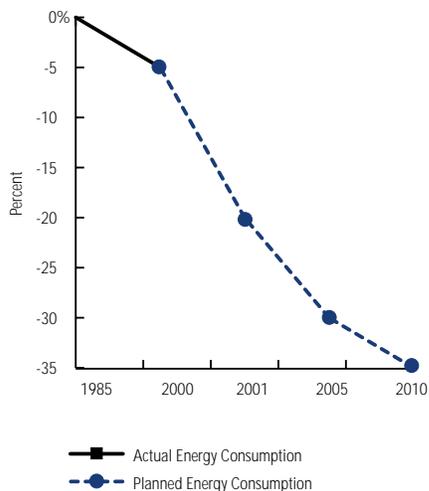
Interior will, in its own operations, minimize solid waste, promote recycling efforts, prevent pollution, save energy and other resources, reduce greenhouse emissions, and

implement environmentally preferable procurement practices. Interior is implementing an Energy Management Leadership program (EML) to promote energy efficiency and the use of green technologies, including alternative and renewable fuels. Interior's EML program is aimed at meeting and surpassing legislative and administration goals for reducing energy consumption by 30% by 2005 and 35% by 2010 relative to 1985, and increasing the use of alternative fueled vehicles.

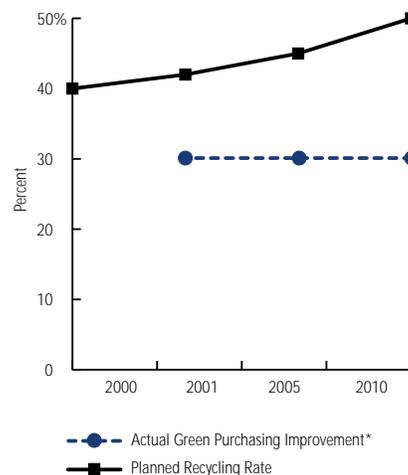
Interior will be building upon Bureau accomplishments in establishing successful energy and water conservation efforts and renewable energy projects around the country. The EML emphasizes five main areas that support key energy principles:

- financing energy efficiency projects and alternative fueled vehicles,
- expanding the use of energy savings performance contracts,
- ensuring new construction/major renovations include energy efficiency features,

Reduced Energy Consumption



Waste Diversion and Green Purchasing



\*Note: Green Purchasing Goals is the percent improvement over each previous year toward the goal of 100% use of 9 indicator products in all Interior facilities.

- developing incentives to encourage employees and organizations to champion energy efficiency and green technologies,
- and exploring other energy related program areas.

Implementation of the EML can reduce Interior's carbon emissions by approximately 26,000 tons which is equivalent to removing 18,000 motor vehicles from the road.

Waste prevention and recycling goals will be attained through minimizing solid waste through waste prevention, commodity reuse and recycling efforts. Recycling efforts will be implemented at all DOI facilities for such commodities as white paper; mixed paper/cardboard; aluminum; plastic; glass; fluorescent lamps, pallets, and toner cartridges. Cooperative efforts among Interior facilities and with other local entities within a geographic cluster will make these efforts more cost effective.

DOI green procurement and property management goals will be implemented to purchase products that have the highest percentage of recovered materials practicable, considering product price, availability, and performance. Interior will focus this effort on products designated by the Environmental Protection Agency (EPA) for federal procurement. The indicator products that are vehicle-related included: re-refined oil, retread tires, reclaimed engine coolant. At Interior facilities, recycled-content and process-chlorine-free copy paper, paper towels and bathroom tissue will be used, as well as recycled-content plastic trash bags.. Recycled-content or factory-refurbishable carpeting will be emphasized as will the use of biodegradable, bio-based lubricating and hydraulic oils.

#### FY 1999 ANNUAL PERFORMANCE REPORT

These are new performance goals for FY 2001 and there were no counterpart goals in FY 1999.

### DATA VERIFICATION AND VALIDATION

DATA VERIFICATION AND VALIDATION	
Data Collection Methodology, Sources, and Limitations	<p><b>Reduced Energy Consumption</b> Data will be collected on fuel consumption. Actual reporting mechanisms to be determined.</p> <p><b>Waste Diversion</b> Annual reporting will be conducted on the Bureau level and will be outlined by the Office of Environmental Policy and Compliance (OEPC). The diversion rate will be calculated as a function of the weight of materials recovered through recycling to the total weight of both landfill and recycled waste.</p> <p><b>Green Purchasing</b> A survey will be developed by the Office of Acquisition and Property Management (PAM) to gather information annually from all bureau facilities regarding their green procurement goals.</p>
Validation	<p><b>Reduced Energy Consumption</b> Verification and validation procedures are yet to be determined.</p> <p><b>Waste Diversion</b> The Agency Environmental Executive (AEE) will track the progress toward the achievement of established goals.</p> <p><b>Green Purchasing</b> PAM will validate the survey information against green procurement goals, vehicle -related goals, facilities-operations-related goals and other purchases of products designated in the Comprehensive Procurement Guidelines.</p>

## Long-Term Goal

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts

## Performance Indicators

Fair Market Value for Offshore Minerals, Ensure Compliance for Mineral Revenue Payments

### Our Objective

Mineral resources of the Outer Continental Shelf are held in trust by the Federal government. Our objective is for the safe, environmentally sound, expeditious, and orderly development of these mineral resources with a fair return of value to the public. Another objective of this goal is to improve the accuracy and timeliness of company royalty payments at the due date.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001,

- maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1,
- ensure royalty payments are at least 90% of the expected value at the due date for 35% of the properties which have been converted into the re-engineered royalty system.

### Strategies

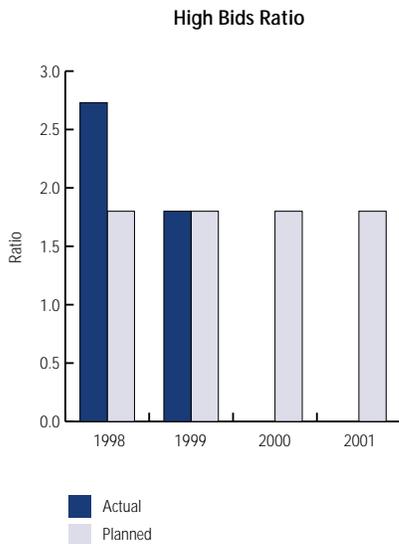
**Lease Valuation:** The uncertainty over how much oil and gas exist under leases, how much can be produced, and what future oil prices may be results in varying estimates of the value of a given lease tract on the OCS. Both the MMS and the oil and gas industry calculate the value of each tract. For industry, their estimate is the basis of what they will bid on a lease. For MMS, the estimate is used as part of an analysis to determine if a bid on a lease represents an adequate, fair market value return for these public resources.

This measure is the ratio of the high bids for OCS leases versus the value placed on the lease by MMS. This ratio provides a reasonable assurance that the public is receiving fair value for these leases. A ratio higher than 1.8 (+0.4) may indicate that MMS is undervaluing its prospects which results in the public not receiving a fair return of value.

**Royalty Payments:** This is a new goal for FY 2001, and closely relates to MMS previous compliance index, which compared overall dollars expected to dollars received. Our new goal focuses on expected values for defined production areas and properties, which is a major departure from our current company-based approach and will align MMS more with the way industry operates.

In FY 2000, MMS will continue to use the compliance index as the measure that most closely relates to this goal. The current compliance index is program-wide, based on total dollars. Before MMS calculates this index, it must wait one year for industry to make adjustments to their royalty and production reports and payments. For example, in 1999, MMS calculated the 1997 index.

**FY 2001 Goal:** By the end of FY 2001, MMS's goal is to have converted most production into the new reengineered compliance processes, and to achieve compliance (payments within 90 percent of the expected value at the due date) on 35 percent of the properties we've converted. MMS will establish progressively higher percentages as we approach FY 2005. Once the majority of leases are converted to the new reengineered compliance processes, MMS will be able to run all properties through our computerized system on a real-time basis to determine whether they are in compliance with the expected value. MMS also will be able to run a program-wide compliance index on all properties, instead of on the sampling of properties now used for the current compliance index.



## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** For FY 1999, the ratio of high bids received for OCS leases to the greater of MMS's estimate of value or the minimum bid does not decrease below the 1989-1995 average level of 1.8 to 1.

**Report:** The performance goal is an annual index which was met for FY 1999. MMS has worked to keep pace with the oil and gas industry's technology in preparing geological interpretations for lease tract valuation.

**New FY 2001 Goal:** The royalty payments goal is a new performance goal for FY 2001.

## DATA VERIFICATION AND VALIDATION

**Data Collection Methodology, Sources, and Limitations**

### Lease Valuation

Data are extracted from the Technical Information Management System (TIMS), manually calculated, and manually entered into a performance matrix..

### Royalty Payments

Current systems do not support MMS's ability to perform in-depth analysis of expected value for all properties. Once properties are converted into the 3-year end-to-end process and new systems are available in FY 2002, MMS will refine its ability to gather this information on a real-time basis.

**Validation**

### Lease Valuation

Data are cross checked against related information submitted to RMP or independently acquired to assess accuracy and consistency.

### Royalty Payments

By FY 2002, new systems are scheduled to be in place to calculate the expected values based on reported data, information gathered from third-party sources, industry contacts, information from surface management agencies such as BLM, and employee knowledge of the producing area.

## 2.4 STRATEGIC GOAL 4: PROVIDE SCIENCE FOR A CHANGING WORLD

### Key Outcomes

To meet the goal of providing science for a changing world, the Department will achieve the results shown in the table below.

### How We Achieve this Goal

How can we ensure an adequate supply of critical water, energy, and mineral resources in the future? Are we irreversibly altering our natural environment when we use these resources? How has the global environment changed over geologic time, and what can the past tell us about the future? How can we predict, prevent, and mitigate the effects of natural hazards? These are but a few of the complex questions for which scientific research can provide better understanding for sound land management decisions.

The U.S. Geological Survey is the Nation's primary provider of natural science information related to natural hazards, certain aspects of the environment, and mineral, energy, water and biological resources. USGS scientific research contributes to improving the health and welfare of the American people, helps to resolve the Nation's environmental issues, and formulates sound Federal land management and natural resource policies.

Since 1879, the USGS has been the Federal Government's principal civilian map making agency. With the incorporation of the former National Biological Service in 1996, the USGS has also become a major contributor in developing the Nation's understanding of the conditions and trends of biological resources and

the ecological factors affecting them. The USGS conducts a significant national program, with more than 45,000 monitoring stations, to describe the status and trends in the quantity and quality of surface and ground water resources.

### Strategies

The Department will employ the following strategies to achieve this goal:

- Participate in interagency and intergovernmental programs to assess, document, and monitor ecological and socio-economic conditions and trends, including development and implementation of information needs assessment procedures.
- Ensure that the scientific research program focuses on understanding, assessing, and monitoring ecosystems to provide scientific understanding and technologies needed to support sound land and resource management decisions.
- Help society understand the ecological, geologic, chemical, and hydrologic processes that govern the environment's responses to management actions.
- Provide scientific information and technical assistance to understand the interaction of natural and human systems, protect the environment, understand the effects and risks of natural hazards, control wildlife diseases, assess energy and mineral resources, and ensure the preservation, conservation, and sustainable use of natural resources and the restoration of habitats.
- Develop technology to increase efficiency and expand collection of natural science data and establish and maintain national Earth and biological science databases for use by Federal, State, and local land management and regulatory agencies.

### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Add to the Environmental and Physical Science Knowledge Base	<ul style="list-style-type: none"> <li>• Assess the Condition of and Risks to Public Lands</li> <li>• Improve Environmental and Natural Resource Information</li> </ul>
Increase Hazard Knowledge and Warning	<ul style="list-style-type: none"> <li>• Improve Prediction and Monitoring of Hazardous Events</li> </ul>

## Long-Term Goal

Add to the Environmental and Physical Science Knowledge Base

## Performance Indicator

Assess the Condition of and Risks to Public Lands

### Our Objective

Our objective is to assess the condition of public lands, better understand the interactions between the environment and human systems, and provide the needed, critical scientific information to program managers.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, assess and report the condition, risk, and opportunity for improvement of public lands in 22 priority sub-basins; and understand the geologic processes in 17 parks through inventories and the identification of the human influences on those processes.

### Programs and Strategies

**BLM** will use a comprehensive resource assessment strategy to assess sub-basins in eleven western states and Alaska. Sub-basins are geographical subsets of watersheds defined by the USGS. The strategy is to assess needs across multiple land scales, with coarse assessments conducted to help identify high priority needs. This is intended to be a cost-effective, consistent approach to systematically determine the condition of public lands.

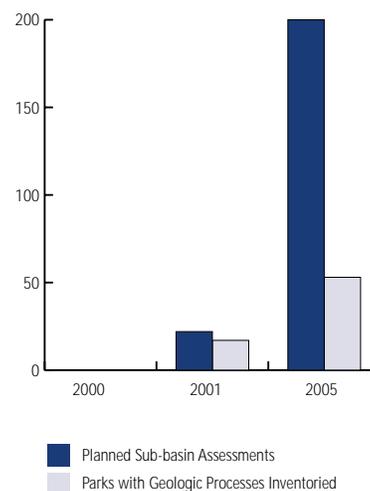
The assessment will consider the prevalence of risk to the lands and their resources, and opportunities for improving public lands found to be in deteriorated condition or at risk of falling into an undesirable state. This information will be compiled at the sub-basin level. BLM intends to complete an assessment strategy for the 22 sub-basins which reflects social, economic, cultural, political and other institutional considerations necessary to ensure that the prevailing values on the public lands are taken into account. By 2005, BLM plans to have completed 200 sub-basin assessments.

**NPS** has identified 256 parks as natural resource parks. The resources in these parks, created by or features of geological processes, may be vulnerable to the effects

of park visitation and enjoyment. The NPS will coordinate with park managers, the USGS, and other geology partners in federal, state, and academic institutions to understand geologic processes and the effects of human activities on those natural processes. Geologists will identify the various processes at work and human impacts affecting those processes will be identified based on research, analysis of existing information, and observations. Long-term analysis will consider park-specific or geologic province-specific (e.g., Colorado Plateau) and processes-specific (e.g., erosion, cave development) approaches to the information.

Understanding geologic processes and the effects of human activities is crucial to managing, maintaining, restoring, and preserving natural resource systems in parks. The scientific information generated under this goal will allow parks to improve management of the resources through science-based decision making.

Natural Resource Assessments



## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** Both the BLM goal and the NPS goal are new performance goal for FY 2001 and there were no counterpart goals in FY 1999.

### DATA VERIFICATION AND VALIDATION

Data Collection  
Methodology, Sources,  
and Limitations

**BLM**

State offices will report in accordance with guidance on identifying priority sub-basins. Field reports will be submitted to the Washington Office program lead.

**NPS**

This goal will be carried out by careful examination of applicable geological indicators using existing knowledge bases. Members of the geologic community will provide knowledge of geological processes in parks and the NPS park staff will contribute institutional information about human influences in the parks.

Validation

**BLM**

National validation reviews and program evaluations will be conducted by Washington Office teams and program staff.

**NPS**

To be developed.

## Long-Term Goal

Add to the Environmental and Physical Science Knowledge Base

## Performance Indicator

Improve Environmental and Natural Resource Information

### Our Objective

Sound decisionmaking relies on having the scientific information and understanding of the natural environments. Our objective is to develop and apply the high quality knowledge Interior has and disseminate this information to other Federal agencies, States, tribes, local governments, and the public.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by maintaining 47 long-term data collection/management efforts and data infrastructures supported, and develop 9 new decision support systems and predictive tools.

### Strategies

The environment and natural resource programs of the USGS focus on understanding, modeling, and predicting how multiple forces affect natural systems. USGS conducts research and maintains data to:

- understand the interaction of natural and human systems,
- mitigate the impacts of natural hazards on humans and property,
- protect wildlife resources and restore habitats,
- assess energy and mineral resources,
- preserve, conserve, and sustain the use of natural resources.

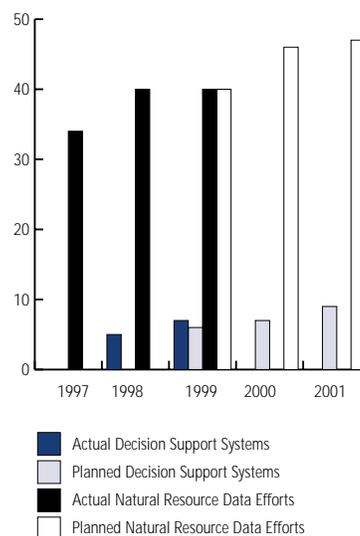
The USGS has related long-term data gathering goals that are expected to deliver 1,077 new systematic analyses to customers--Interior bureaus, other Federal agencies, states, tribes, local governments, and the public — and collaborate with university partners to understand natural systems and facilitate sound management practices through 258 external grants and contracts.

The USGS will deliver to its customers nine developed or improved decision support systems or predictive tools. These decision support systems will include at least one per discipline including biology, geology, hydrology, mapping, plus integrated systems. These support tools and predictive models will be broad in scope, robust, and yield either quantitative predictions about natural resources or the environment or quantitative options for land and resource management. These tools are intended to be used regularly by managers for informed decision making.

### Program

The USGS is the Nation's primary provider of natural science information and technical assistance on certain aspects of the environment and mineral, energy, water, and biological resources. Our environment—the air, water, soil, and plant and animal life—is constantly changing as natural processes and human actions affect it. The traditional boundaries between environment and natural resources science are increasingly blurred as land and resource management issues deal with increas-

Science and Decision Support



ingly complex issues affecting both. The need for cross-disciplinary integrated science has never been more apparent, and USGS strives to meet these needs and challenges.

**FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** In FY 1999, 40 long-term data collection/data management efforts and data infrastructures will be improved.

**Report:** In FY 1999, this performance goal was met with 40 data collection efforts and data infrastructures.

**Goal:** In FY 1999, improve and develop 6 new decision support systems and predictive tools for decision making.

**Report:** In FY 1999, 7 decision support systems and predictive tools for decision making were improved or developed, exceeding the goal.

**DATA VERIFICATION AND VALIDATION**

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>Data Collections</b> Data are collected by project scientists at research/field centers and are reported through an automated, electronic system.</p> <p><b>Decision Support Systems</b> Data on development delivery and use of decision support systems and predictive models are monitored and reported by project scientists at research/field centers and are reported through automated, electronic systems such as <a href="http://water.usgs.gov/software/">http://water.usgs.gov/software/</a> for new water investigation models and Science Information System (SIS) <a href="http://www.nbs.gov/science/currproj.html">http://www.nbs.gov/science/currproj.html</a> for biological models.</p>
<p>Validation</p>	<p><b>Data Collections</b> For geospatial databases, reports provided by the Federal Financial System and the Sales Data Base verify the amount of maps, data, aerial photographs and satellite images available in the various databases and inventories. For geologic data bases, certification is made by Program Coordinator. For water resources data collection, certification is made by each District Chief &amp; the Office of Surface Water. For biological databases, validation occurs through national program element reviews and reviews of individual research centers.</p> <p><b>Decision Support Systems</b> For mapping models, the Senior Program Advisor for Geographic Research &amp; Applications validates delivery &amp; use by customers. For geologic models, validation is conducted by Program Councils &amp; stakeholder reps. For water resources models, a technical memorandum is issued for each model. For biological models, validation occurs through national program element reviews of individual research centers. Ultimately customers validate that the systems &amp; models are acceptable &amp; useful.</p>

## Long-Term Goal

Increase Hazard Knowledge and Warning

## Performance Indicator

Improve Prediction and Monitoring of Hazardous Events

### Our Objective

The evidence of natural hazard events—earthquakes, floods, volcanos, storms—is all around us. Our goal is to provide the information needed by civil authorities and the public to manage and mitigate the effects of hazard events on people and property.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, deliver to customers 9 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 350 the cumulative number of real-time earthquake sensors to minimize the loss of life and property.

### Strategies

The USGS hazards mission activities deal with describing, documenting, and understanding natural hazards and their risks. These activities include long-term monitoring and forecasting, short-term prediction, real-time monitoring and communication with civil authorities and others during a crisis. Other significant activities include post-crisis analysis with scenario formulation to develop

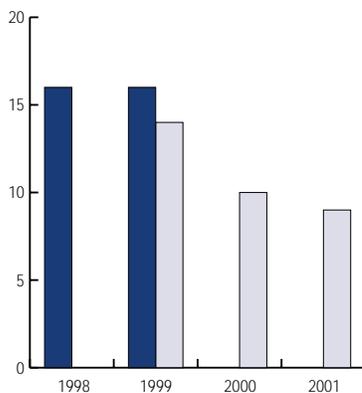
strategies to mitigate the impact of future events and coordinated risk assessments for regions vulnerable to natural hazards.

The decline in the number of risk assessments prepared is a result of the current level of anticipated requests for these products.

The USGS will enhance our ability to characterize and monitor hazardous events in near-real time and in real-time by adding earthquake sensors capable of delivering information nearly instantaneously. Scientific data vital to both emergency response and to analysis of earthquake or other hazard risk will continue to be collected and maintained through current monitoring networks. The installation of 350 improved earthquake sensors is expected to reduce delivery time of information on potentially damaging earthquakes from 40 to 20 minutes resulting in minimizing the loss of life and property.

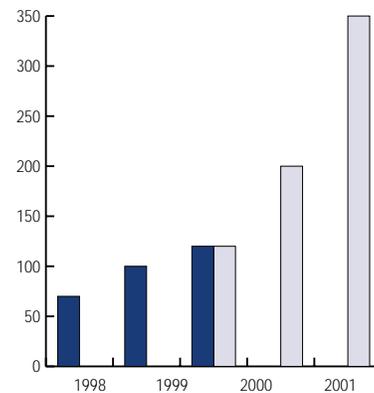
Hazard network profiles will be developed measuring reliability, delivery times, and accuracy of real-time haz-

Risk Assessments



■ Actual Risk Assessments  
■ Planned Risk Assessments

Earthquake Sensors



■ Actual Earthquake Sensors  
■ Planned Earthquake Sensors

ards information to evaluate improvements and to evaluate whether decisionmakers are receiving timely hazards information.

**FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** In FY 1999, USGS will deliver to customers 14 risk assessments.

**Report:** In FY 1999, USGS delivered 16 risk assessments, exceeding the target goal.

**Goal:** In FY 1999, USGS will increase by 20 the number of real-time earthquake sensors.

**Report:** In FY 1999, USGS installed 20 improved earthquake sensors, meeting the target goal (cumulative total of 120).

**DATA VERIFICATION AND VALIDATION**

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>Risk Assessments</b> Hazards assessments are tracked as published USGS reports; Hazards notifications based on monitoring data are recorded at and reported by USGS observatories, centers, etc.</p> <p><b>Earthquake Sensors</b> Annual inventory of earthquake sensors conducted by Seismic Network operators and reported to HQ at the end of the fiscal year.</p>
<p>Validation</p>	<p><b>Risk Assessments</b> Official USGS Annual Publications listing verifies publication.</p> <p><b>Earthquake Sensors</b> Certification by Coordinator of the Earthquake Hazards Program.</p>

## 2.5 STRATEGIC GOAL 5: MEET OUR TRUST RESPONSIBILITIES TO INDIAN TRIBES AND OUR COMMITMENTS TO ISLAND COMMUNITIES

### Key Outcomes

To fulfill our goals for meeting our trust responsibilities to Indian Tribes and our commitments to island communities the Department will achieve the results shown in the table below.

### Why We Work with Tribal, Native, and Island Governments

Today there are 556 federally recognized American Indian and Alaska Native tribal governments in the United States. Each possesses inherent governmental authority deriving from its original sovereignty, a long recognized principle of U.S. Constitutional law. The Federal Indian trust responsibility is a legal duty on the part of the United States to protect Indian land and resources, fulfill treaty obligations, and carry out the mandates of Federal law for the benefit of American Indian and Native Alaskan tribal members.

Interior has administrative responsibility for coordinating federal policy in the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands, and oversight of federal programs and funds in the freely associated states of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. Our objective is to develop more efficient and effective government in the insular areas by recommending policies,

provide financial and technical assistance, and strengthen Federal-insular relationships.

### INDIAN TRUST

#### How We Achieve This Goal

##### Bureau of Indian Affairs

The BIA is the primary agency of the Federal Government charged with the responsibility to administer federal Indian policy and to discharge the federal trust responsibility for American Indian tribes, Alaska Native villages, and tribal organizations, serving more than 1.4 million American Indians and Alaska Natives in 31 States. The role of the BIA has changed significantly in the last two decades, with a greater emphasis on self-determination while at the same time looking to BIA for a broad range of services and complex programs.

Under the self-determination and self-governance policies, tribes are increasingly assuming day-to-day management responsibilities over trust assets. Achievement of self-determination demands a Federal commitment that invests sufficient resources over the long-term to assist tribes to develop self-government, an economic base, and social and educational institutions while preserving the tribal culture. In 1999 tribal governments received more than \$826 million for operating programs and construction projects, with \$9 out of \$10 spent on reservations. We try to ensure that Tribes have the resources to exercise self-determination in recognition of their sovereign authority.

### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Protect Indian Trust Assets	<ul style="list-style-type: none"> <li>• Protect natural resource assets</li> <li>• Fiscal Resources Protected for Tribes and Indians</li> </ul>
Improve the Indian Quality of Life	<ul style="list-style-type: none"> <li>• Improve facilities and services</li> <li>• Improve Indian Education</li> </ul>
Improve Management of Island Communities	<ul style="list-style-type: none"> <li>• Improve government services</li> </ul>

The BIA provides services directly, or through agreements with tribes, to improve and enhance the quality of life in tribal communities, and to protect and preserve trust lands and trust resources. The extensive scope of BIA programs covers virtually the entire range of State and local government services including:

- elementary and secondary education for more than 50,000 students,
- post-secondary education through 25 tribally controlled community colleges,
- social service programs for children, families, the elderly, the disabled,
- management of natural resources on nearly 56 million acres of trust lands, including forests, minerals, water, fisheries, and farmland,
- economic development programs and business loans,
- law enforcement, judicial courts, and adult and juvenile detention facilities,
- land and heirship records,
- tribal government support, and
- maintenance of roads, bridges, irrigation and power systems, and housing.

BIA programs are funded and operated in a highly decentralized manner. More than 90 percent of all appropriations now are expended at the local level, increasingly by tribes and tribal organizations operating under contracts or self-governance compacts. In addition, the BIA administers more than 43 million acres of tribally-owned land, more than 11 million acres of individually owned land held in trust status, and 443,000 acres of federally-owned land.

### Office of the Special Trustee

In 1996, the Office of the Special Trustee was established to oversee trust management reforms to make the Department more effective in meeting its Indian trust responsibility. This office assists Interior bureaus and offices in implementing Indian trust reforms as required by the *American Indian Trust Fund Reform Act of 1994*. In 1997, a strategic plan to reform the trust fund management system was submitted to the Administration and the Congress by the Special Trustee, as required by the *Reform Act*.

### High Level Implementation Plan

In 1998, Interior issued the first High Level Implementation Plan (HLIP) for Trust Management Improvement. That plan included the reform steps in the strategic plan that could be implemented under the authority of the Secretary of the Interior.

Eliminating Indian trust management deficiencies continues to be one of the highest priorities for the Department. To evaluate Interior's progress and help us meet our expectations for improving trust management, the Department prepared a revised and updated HLIP that was released in March 2000.

The HLIP describes eleven subprojects in completing trust management improvements, and lays out the major steps that must be taken to reach the reform goals and objectives established in the plan. Two major subprojects that support reliable trust management are the Trust Fund Accounting System (TFAS) and the Trust Asset and Accounting Management System (TAAMS). This Overview includes goals related to implementation of TFAS and TAAMS. All eleven subprojects are essential, however, they are being pursued and reported on separately.

### Interior Bureaus

In addition to the work on resolving these decades old trust fund management issues, the Department's broad trust responsibility extends to all of Interior's bureaus and offices. Each bureau has special jurisdiction and expertise that helps tribes in managing their various trust assets. The individual bureau Annual Performance Plans and Reports each have goals or measures related to their work with tribes. For example, the Department's Long-Term Goal to Protect Indian Trust Assets has an annual goal based on BLM's goal to provide technical assistance to tribes for mineral operations, and BOR's goal to assist tribes in developing and managing their water resources. These goals are included in this overview as representative of many other supporting programs provided by each of Interior's other bureaus. Other Bureau activities include:

- OSM assistance to tribes with surface coal mining operations,

- MMS collection and distribution of mineral revenues to tribes,
- USGS scientific analysis assistance on biological and geological resources,
- FWS partners with tribal governments to protect and enhance fish and wildlife resources,
- NPS partners with tribes to protect historic and cultural resources on tribal land.

## Strategies

To meet its responsibilities to American Indians, the Department will employ the following strategies:

- Strengthen the trust relationship with Indian tribes, enhancing self-determination, encouraging self-governance, and supporting tribal efforts to improve economic opportunities for Native Americans.
- Resolve tribal and individual Indian trust management issues through the Department's High Level Implementation Plan.
- Facilitate the transition of Indian programs and services from Federal to tribal delivery systems by implementing self-determination and self-governance policies.
- Consult on a government-to-government basis with tribal officials to ensure that the Department is an effective and responsive trustee.
- Support policies that favor the principles of negotiation and mutual cooperation within the context of the government-to-government relationship.
- Facilitate coordination of the Federal role in Indian affairs to help interdepartmental initiatives increase the quality of life in tribal communities as much as possible.
- Foster increased tribal and parental direction of Indian education and continue to facilitate increased overall quality of education for Indian children.
- Support private and public partnership initiatives to enhance tribal economic growth and opportunity.
- Reduce barriers and impediments to contracting and/or compacting of BIA programs.
- Provide the support necessary to improve the economic status of tribes through improved human capital and the promotion of self-sustaining businesses.
- Improve public safety in Indian communities through improved law enforcement services that reduce crime rates.
- Develop conservation and management plans to protect and preserve the natural resources on tribal lands.
- Teach and preserve Indian language, history and culture



## SERVING ISLAND COMMUNITIES

### How We Achieve This Goal

The Department of the Interior has had a long relationship with the four U.S. territories and three affiliated, autonomous nations. The Secretary of the Interior has responsibilities to the islands that are mandated in law and through Presidential Executive Orders. These are carried out by the OIA. Four areas of responsibility are:

- providing insular areas with financial assistance for government operations and infrastructure development,
- providing technical assistance and advice to island governments,
- coordinating with other Federal agencies in providing services and developing policies, and
- representing the Administration's policies and positions in discussions with Congress and four territorial governments.

The OIA programs are funded through discretionary and mandatory appropriations. OIA infrastructure improvement programs help ensure that island governments can construct, operate, and maintain schools, libraries, health care facilities, port facilities, roads, power, water, waste treatment facilities, prisons, government buildings, parks, recreation facilities, and libraries. Technical assistance programs help island governments provide adequate public services and conduct efficient government operations, including government operating grants, financial management, data management, health care, education programs, public safety, economic development, environmental restoration, and disaster relief.

### Strategies

To meet its commitments and responsibilities to island communities, the Department will employ the following strategies:

- Streamline internal procedures and create external incentives to accelerate award of grant monies.
- Provide project management and other technical assistance to help island communities initiate and complete infrastructure construction.
- Help island governments to update and use multi-year capital infrastructure plans to assess operations and maintenance needs.

- Provide financial and technical assistance to support long-term financial planning by island governments to improve fiscal management.
- Promote effective communications and between island governments and other Federal agencies to improve governmental relations.
- Use survey and assessment tools to assess and monitor how satisfied island governments are with island-Federal governmental relations.

## Long-Term Goal

Protect Indian Trust Assets

## Performance Indicator

Protect Natural Resource Assets

### Our Objective

Natural resource trust assets include the lands, waters, forests, minerals, and other resources that are vital to the economic and social interests of Tribes. Through this goal, Interior meets its trust responsibility to Tribes to ensure the protection, wise use, and management of these resources, and where necessary, their restoration.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, 19 dams (cumulative) will have repair construction completed, 91% of requests for technical assistance for mineral operations on Indian lands will be completed; 22 technical assistance activities will be completed to increase tribal opportunities to develop, manage, and protect their water resources.

### Strategies

Interior provides services and technical assistance to tribes through a number of programs. BIA's Safety of Dams program encompasses the rehabilitation construction (improvement) and maintenance of 117 dams within the BIA inventory. BLM ensures that the required NEPA analysis related to oil and gas and mining exploration, development, and production have been completed, and conducts operational and enforcement inspections. BOR, along with other Interior bureaus, provides technical expertise and resources to the Departmental Indian water rights settlement program, and conducts studies or provides tribes sufficient technical data to advance tribal capabilities to construct, operate, and maintain their water systems.

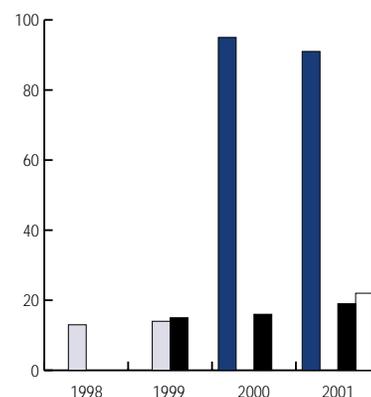
### Bureau Programs

**BIA** — There are currently about 100 Bureau dams requiring rehabilitation and repair to alleviate risks to the population and surrounding environment. The Dam Safety program has a backlog of approximately \$500 million to complete the rehabilitation and repair activities. In FY 2001, BIA will monitor the safety of dams

and survey and design programs to increase the number of dams that complete their repair construction and conduct inspections to meet this goal. The program activities include inspections, technical evaluation of dam conditions, conceptual and final designs and rehabilitation construction.

**BLM** — BLM supports the nation's need for domestic sources of minerals and energy and other resources found on Indian lands. When the tribes and BIA issue mineral leases and permits, the BLM has a trust obligation to facilitate the activities on Indian lands while protecting and enhancing environmental values and minimizing future liabilities. BLM provides technical assistance to Tribes to support six coal lease in three states and 107 other solid mineral operations in nine states.

Protecting Natural Resource Trust Assets



\*Note: Technical Assistance goals are new goals in FY 2001

**BOR** — Most Western Indian tribes have a critical need to develop and manage their water resources, a problem exacerbated by a lack of water resources infrastructure. Many Western tribes with strong fishing traditions have a need to restore and manage in-stream fishery trust resources. The outcome of this goal is to protect tribal water resources, a key trust responsibility. The BOR supports projects that help tribes assess, develop and manage their water resources, and promoting economic self-sufficiency and opportunities to help increase living standards.

## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, 15 dams (cumulative) will have repair construction completed. (There were no goals related to BLM technical assistance for mineral operations on Indian lands or BOR technical assistance in FY 1999.)

**Report:** In FY 1999, the BIA repaired and rehabilitated only one more dam in FY 1999 for a cumulative total of 14. The target of 15 dams could not be accomplished because repair and reconstruction of the Weber Dam in Nevada was delayed until issues related to the endangered Lahontan cutthroat trout could be resolved with the FWS.

## DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>BLM</b> All inspection activities are documented in the Automated Fluid Minerals Support System in accordance with the guidance on oil and gas inspection and enforcement documentation.</p> <p><b>BOR</b> Area Office Native American Affairs Coordinators will establish a network with Tribes and report on completion of technical assistance requested and received by the Tribes. Regional Office Coordinators review requests for assistance and establish priorities for budget requests on technical assistance.</p> <p><b>BIA</b> Area Office staff review and evaluate industry practices to establish required construction and inspection needs. Construction data comes from construction completion reports, funding documents, and inspection reports.</p>
<p>Validation</p>	<p><b>BLM</b> Program evaluations are periodically conducted by program staff and national office evaluation teams.</p> <p><b>BOR</b> The Native American Affairs Office is developing a database to track all proposed and completed technical assistance to tribes and will validate the input.</p> <p><b>BIA</b> The documentation required to authorize funding (construction completion reports and inspection reports) serves as the verification of construction.</p>

## Long-Term Goal

Protect Indian Trust Assets

## Performance Indicator

Fiscal Resources Protected for Tribes and Indians

### Our Objective

Interior's objective is to effectively manage and accurately account for the fiscal trust assets of Indian Tribes and individual American Indians.

### FY 2001 ANNUAL PERFORMANCE GOAL

By the end of FY 2001, facilitate the growth of Trust income by processing 40,000 trust transactions for Tribal and individual Indian land owners, and have all of BIA Regional Offices (12) using both the Trust Funds Accounting System (TFAS) to ensure accurate accounting, collection, investment, and disbursement of Tribal and individual Indian trust funds; and the Trust Asset and Accounting Management System (TAAMS) to ensure that land title ownership information is current and accurate and that income derived from these lands are properly collected and allocated.

### Strategies

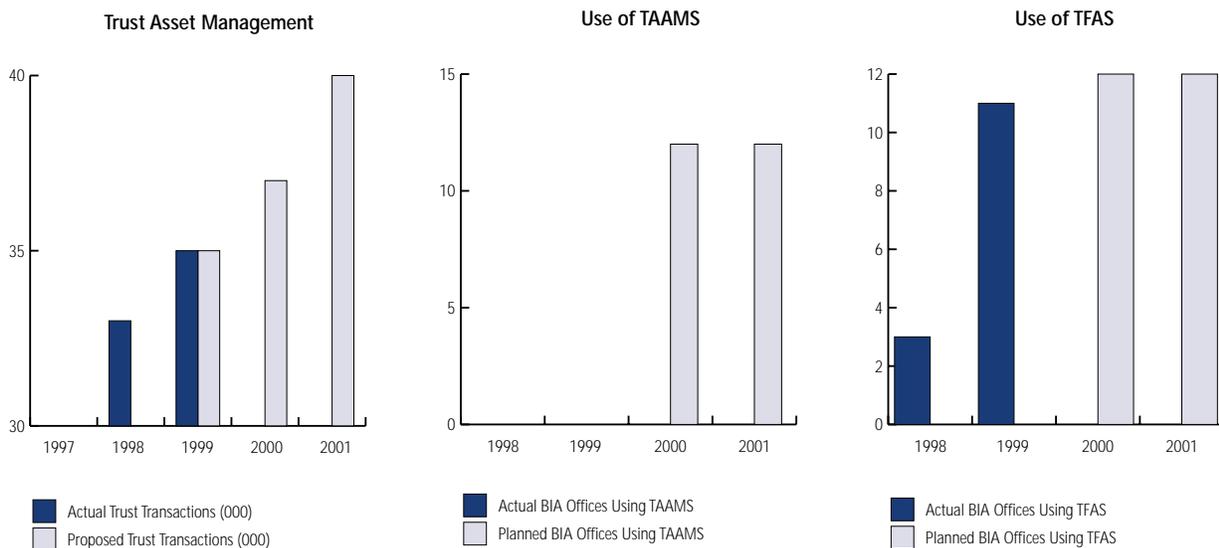
To accomplish this goal, the TFAS and TAAMS systems will be acquired, installed, and pilot tests run using a service bureau approach. The TFAS is replacing the

Individual Indian Monies (IIM) accounting module and will be fully installed in FY 2000. The TAAMS will replace the Land Records Information System (LRIS) and the Integrated Records Management System (IRMS). The TAAMS is currently being tested in the Billings Region before deploying the system to all BIA locations. The full deployment schedule for TAAMS is still evolving as work on system interfaces and data cleanup continues. It is anticipated that a major module of TAAMS will be deployed in the spring of 2000.

### Trust Fund Program

The Secretary of the Interior, through the OST, maintains approximately 1,400 accounts for 315 Tribal entities with assets in excess of \$2.5 billion. Each year, more than \$800 million pass through the Tribal trust funds system. The OST also maintains over 285,000 IIM trust fund accounts through which over \$300 million pass each year.

Two other systems support management of trust assets: the Land Records Information System (LRIS), which maintains land title and fractional ownership informa-



tion, and the Integrated Records Management System (IRMS) which contains income and revenue distribution records.

**HLIP**

As mentioned earlier, the High Level Implementation Plan for Trust Management Improvement lays out specific steps that need to be taken to resolve trust management issues. The TFAS and TAAMS systems are two critical components of the HLIP along with nine other sub-projects.

The TFAS provides the basic collection, accounting, investment, disbursing, and reporting functions for trust fund management operations. Following appropriate data clean up, successful implementation, and piloting, data records on the IIM system will be converted to TFAS. The TFAS will use data and information in the TAAMS system.

The TAAMS provides an asset management system that will include master lease, billing, accounting, and collection functions. It will replace the LRIS and IRMS systems which contained duplicate information, were not integrated, and were not cross checked for accuracy. The BIA and OST jointly developed criteria for selection

of a suitable TFAS and TAAMS pilots, considering for each:

- Whether the Area was representative in terms of Tribal, IIM and Special Deposit accounts, trust assets and land management issues, Tribal contracting and income types;
- Information about the status of previous or on-going records clean up efforts in the areas of trust management records, BIA trust asset and land title records; and Hearings and Appeal probate backlogs;
- Staff knowledge in terms of automation, policies and procedures, trust management, etc.;
- Logistical considerations such as telecommunications, geographics and costs.

**FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** The real estate trust transaction goal was modified and is new for FY 2000; there was no corresponding goal in FY 1999. The goals for having BIA Area Offices use the Trust Funds Accounting System (TFAS) and the Trust Asset Accounting Management System (TAAMS) were new for FY 2000. The Office of the Special Trustee (OST) did not have established goals for FY 1999. Actual reported data in the chart is background information that has been collected by OST.

**DATA VERIFICATION AND VALIDATION**

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>BIA</b> Regional offices will compile data on the number of transactions processed from information collected for the Annual Report of Caseloads, Acreages under BIA, and Surface Leasing.</p> <p><b>OST</b> The number of BIA Area offices reporting that TFAS is operational and the data are converted for TFAS use is the measure of accomplishment reported by the BIA offices. Because the systems are so new, it will be difficult to verify platform and data integrity for an initial period.</p>
<p>Validation</p>	<p><b>BIA</b> Numbers reported in the Annual Caseload Report will be compared with data from other systems.</p> <p><b>OST</b> System accuracy is verified by GAO and internal audits, and by client surveys.</p>

## Long-Term Goal

Improve Indian Quality of Life

## Performance Indicator

Improved Facilities and Services

### Our Objectives

Interior provides a broad range of services to Tribes and Indians. Our objective is to continually improve the lives of Indians by improving their capacity to provide services themselves, or to deliver services to them.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, 2,333 housing applicants will receive repair and replacement work on homes, 12,000 (cumulative) miles of existing BIA system roads will be maintained, and 40 Tribes will operate comprehensive welfare plans.

### Programs and Strategies

#### Housing

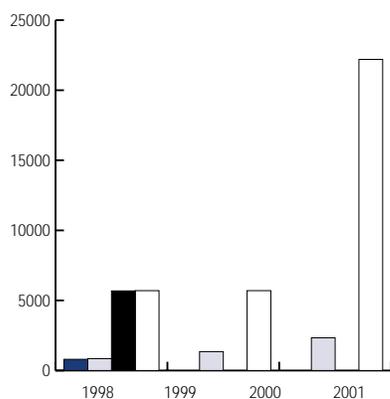
Due to ineligibility for outside housing programs and limited funding within the BIA, there is a substantial amount of substandard housing in Indian Country. Based on a distribution methodology of eligible Housing Improvement Program (HIP) applicants, the Bureau will provide repair or replacement work to 2,333 of the 30,179 eligible housing applicants. The HIP provides

repair and renovation work to existing housing or provides housing, which may include construction of new modest housing.

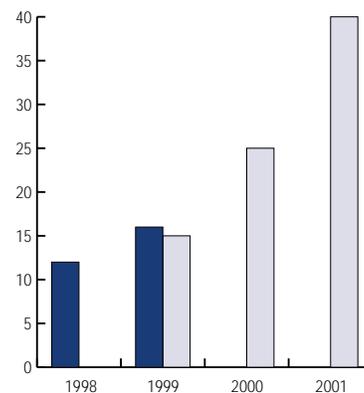
#### Roads

The BIA is responsible for the maintenance of 24,000 miles of BIA system roads. Of these roads, 6,200 are paved miles and 17,800 are unpaved miles. The 24,000 miles fall within the 49,000 miles of roads covered by the Indian Reservation Roads program jointly administered by the BIA and the Federal Highway Administration (FHWA). Roads are maintained to a condition that provides safe and adequate transportation to and within Indian reservations, Indian lands, and Native American communities. Road Maintenance program funds will be utilized to address road deficiencies, conduct routine and preventive maintenance activities including smoothing roadway surfaces, cleaning ditches, removing snow and ice, filling potholes and repairing pavements.

Housing and Roads



Tribes Operating Welfare Programs



## Welfare

The BIA will work closely with Tribes to expand the number of redesigned comprehensive Welfare to Work plans by a minimum of 40 in FY 2001. The steps to goal completion consist of identifying general assistance recipients and providing training, skills and other support services to enable them to become economically self-sufficient. Under the authority of PL. 93-638, Tribes have the authority to redesign their human services programs to comply with the Welfare-to-Work reforms. Although 12 Tribes have managed to redesign their programs in compliance with Welfare-to-Work reforms, the inflexibility of regulations governing Social Services makes redesign difficult. The BIA has proposed regulations in the approval process that will provide the flexibility to allow Tribes to successfully redesign their programs with little difficulty.

## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, 849 housing applicants will receive repair and replacement work on homes, and 15 Tribes will operate comprehensive welfare plans.

**Report:** In FY 1999, the Housing Improvement Program renovated 635 existing homes and constructed 165 new homes. BIA fell 49 projects short of the proposed target. BIA has reviewed the program processes and the new housing reporting formats and developed more reasonable targets within appropriated funding to ensure the best use of resources.

In FY 1999, the BIA exceeded the goal of having 15 tribes operate comprehensive welfare plans by having 16 welfare plans. The Welfare-to-Work reforms and improved regulations helped the BIA exceed the performance target.

Though the chart shows planned and actual miles of existing BIA system roads to be maintained, there was no specific goal for this measure in the BIA FY 1999 Annual Performance Plan. Never-the-less, this goal was met by paving 99.7% of BIA's internal planning target.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	<b>Housing</b> Area Housing Officers will report annually, and the Annual Housing Inventory will be used as another source. <b>Welfare</b> Area Social Workers will use a Data Collection Instrument to report annually. <b>Roads</b> Road Inventory updates and Work Accomplishment and Pavement Rating reports will be the source for paving.
Validation	The Annual Program Performance Reports will be used to validate Housing and Welfare information. For Roads, Area Office input and validation by BIA and DOT will be used.

## Long-Term Goal

Improve Indian Quality of Life

## Performance Indicator

Improve Quality of Education

### Our Objective

It is Interior's objective to provide quality education opportunities from early childhood through life, in accord with the tribal needs for cultural and economic well being.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, to improve the quality of education, 100% of schools will be accredited, 51% of students will be proficient in Math and 49% of students will be proficient in Language Arts, and 1,000 number of new/replacement computers (cumulative) will be provided for classroom use.

### Programs and Strategies

These education goals address the intent of Executive Order #13096 for American Indian and Alaska Native Education to improve the academic performance of American Indian and Alaska Native students. Federally-mandated content and performance standards instituted within schools across the country will challenge schools by reforming the current education process. The implementation of the *Educate America Act* and the *Improving America's Schools Act of 1994* have enhanced BIA reform efforts. Bureau schools are the only "State" in the union where all schools have developed School Reform Plans.

### Accreditation

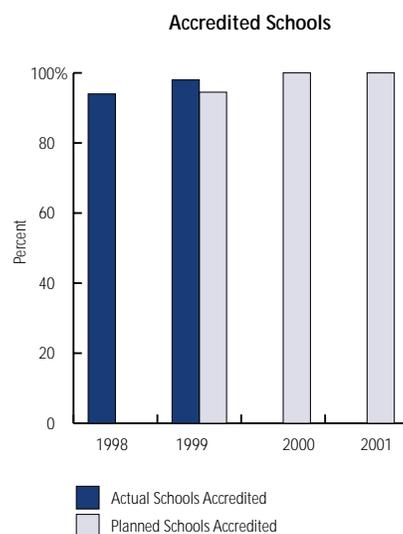
Schools operated by BIA or tribes have to meet standards established by Regional accreditation associations or state departments of education. Challenges facing the BIA include providing adequate facilities, and attracting well qualified educators, counselors, and teachers to live and work on remote Indian reservations. Plans for improvement include student achievement and behavioral goals, parental involvement goals and staff development strategies to improve teaching and learning.

### Proficiency in Math and Language

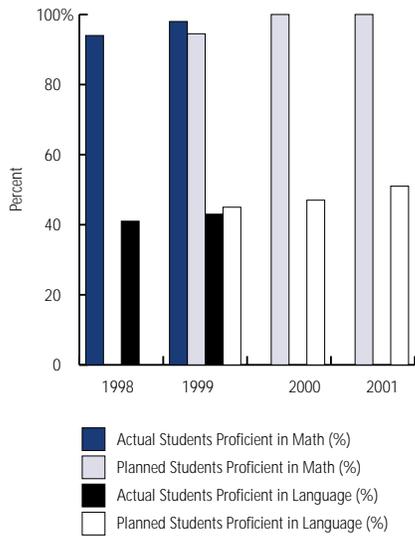
The implementation of the *Educate America Act* and the *Improving America's Schools Act of 1994* have enhanced BIA education reform efforts. School reform plans address student achievement, behavioral goals, parental involvement goals, and staff development. Federally-mandated content and performance standards continue to challenge these reform.

### Computers

The BIA will provide 1,000 new or replacement Y2K compliant computers and software applications to BIA-funded schools for classroom use to achieve a ration of one computer for every ten students. This will bring the total new or replaced computers to 3,826. These systems will allow Indian students to include computer assisted technology in their education, and provide them with the same level of educational tools as students in non-BIA/tribal schools.



### Student Proficiency



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, to improve the quality of education, 94.5% of schools will be accredited. (In FY 1999, there were no goals for student proficiency in Math or in Language Arts, and there was no goal for computers.)

**Report:** In FY 1999, the BIA exceeded the goal by having 99% of schools accredited.

Though the chart shows planned and actual proficiency in Math and Language, this is a restructured education goal that is new for FY 2000. There was no specific goal for this measure in the BIA FY 1999 Annual Performance Plan.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations

The Bureau of Indian Affairs relies on the Consolidated School Reform Plan Annual Report and the Indian School Equalization Program as primary data sources. A limitation is that much of the data is generated at the school level and consistency and accuracy of reporting are not easily verified.

Validation

Individual school report cards are checked as a measure of validation, but these are subject to the limitations noted above. The BIA also relies on Indian School Equalization Program certifications to confirm information.

## Long-Term Goal

Improve Management of Island Communities

## Performance Indicator

Improve Government Services

### Our Objective

The Office of Insular Affairs (OIA), Interior helps island governments improve their governmental operations to deliver more, better, and more cost effective programs and services to their people.

### FY 2001 ANNUAL PERFORMANCE GOAL

In FY 2001, financial management improvement plans will be completed for 6 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to .50.

### Strategies

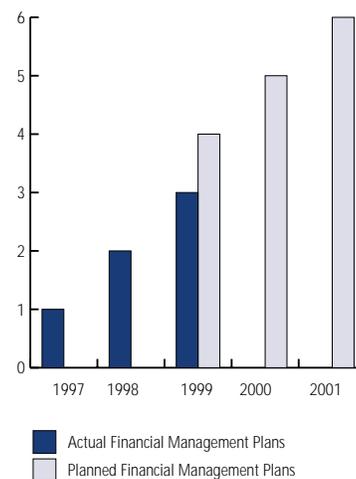
OIA, in conjunction with the USDA Graduate School has assembled a team of experts with significant experience with Federal government, auditing, and island financial systems and practices. While OIA cannot force island governments to develop financial plans, it can offer expertise and other incentives to encourage them. A related new island management goal tracks project starts and completions. OIA will encourage and monitor how effectively insular governments putting funding to immediate use to complete projects.

### OIA Program

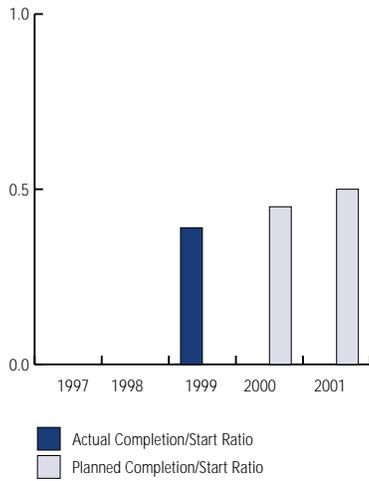
The OIA helps the insular governments improve their governmental operations in two ways. One way is to provide direct subsidies to make up the difference between local revenues and the funding needed to adequately provide basic governmental services. Only one of the seven governments, the Commonwealth of the Northern Mariana Islands, receives no subsidy. Of the remaining six, only the American Samoa Government receives a subsidy from discretionary appropriations. The other five governments receive mandatory and permanently appropriated operational subsidies based on Federal legislation and negotiated agreements.

The second way OIA helps improve governmental services is through technical assistance programs. One measure of good management by the insular governments is having sound financial management practices. Proper financial management is essential to economic development goals and protection of taxpayer dollars. One program that supports this goal emphasizes financial management improvements. OIA also assists by monitoring new development and projects to ensure that funds are being spent timely to complete them. A more general technical assistance program provides grant funding or Federal expertise to help the insular governments improve, health care, education, public safety, data collection and analysis, and economic development.

Financial Management Plans



### Island Government Improvements



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, financial management improvement plans will be completed for 3 of the 7 insular governments. (There was no FY 1999 goal for the ratio of OIA-funded projects completed to projects.)

**Report:** The FY 1999 goal was exceeded and 4 governments now have financial management improvement plans.

### DATA VERIFICATION AND VALIDATION

Data Collection  
Methodology, Sources,  
and Limitations

The OIA receives reports copies of the management improvement plans and copies of audited financial reports from the insular governments. As such, OIA has limited control over reporting and the quality of the data provided in the reports.

Validation

OIA reviews the management improvement plans and consults with insular governments on the draft plans. OIA shares copies of the audited financial statements with the Interior Office of the Inspector General for their review.

# Section III

## *Managing For Excellence And Accountability*

### KEY OUTCOMES

To meet our objective of managing for excellence and accountability, the Department will achieve the results shown in the table below.

### IMPROVING INTERIOR'S MANAGEMENT PRACTICES

Interior has taken great strides in recent years toward becoming a more mission-focused, efficient organization. From 1993 to 1996 the Department reduced its workforce by more than 13 percent. It reduced the number of supervisors by 29 percent, headquarters staff by 27 percent, and management control positions by 32 percent. At the same time, through the efforts of a dedicated workforce, we have continued to provide high-quality goods and services to the American public. We follow these simple guidelines:

#### **We are committed to providing excellent service to our customers, partners, and stakeholders**

We are involving our customers in our decision making process. We are asking for and listening to opinions and

ideas, and taking action to address concerns. Interior seeks to improve its understanding of the demographics and the expectations of various customer groups.

#### **We are leveraging our resources by developing partnerships with other Federal agencies, State and local governments, private sector groups, and regional associations**

To get the greatest results from our efforts we must build closer relationships with our partners. We are moving toward a "seamless" Department by eliminating bureaucratic divisions and barriers.

#### **We are committed to working smarter to get the job done more efficiently**

We strive to becoming an organization clearly focused on providing better service through smarter, smaller, and more cost-efficient operations.

### KEY ISSUES

Departmental offices play a key role by providing leadership, policy guidance, coordination, and support ser-

### KEY OUTCOMES

Long-Term Goals	DOI Performance Indicators
Lead People to Succeed	<ul style="list-style-type: none"> <li>• Increase in diverse workforce representation</li> <li>• New training and development programs</li> </ul>
Provide the Services and Technology to Manage	<ul style="list-style-type: none"> <li>• Amount of purchase card transactions</li> <li>• Museum objects inventoried</li> <li>• Completion of information technology infrastructure protection plan</li> <li>• Completion of information technology architecture</li> </ul>
Ensure Financial and Managerial Accountability	<ul style="list-style-type: none"> <li>• Number of unqualified (clean) audit opinions</li> <li>• Resolution of material weaknesses and management risks</li> </ul>
Provide Safe and High Quality Places of Work	<ul style="list-style-type: none"> <li>• Facilities maintenance and capital improvements</li> <li>• Completion of environmental audits</li> </ul>

vices crucial for the bureaus to meet their goals and fulfill their missions. Departmental management guides and coordinates all of the Department's administrative support activities, such as finance, information resources, procurement and acquisition, human resources, facilities management and budgeting. Support functions and services play a vital role in helping us meet our goals. Departmental offices coordinate this support across the bureaus to fulfill Interior's mission effectively.

With demand for Interior's services increasing we recognize that all aspects of our operations must become more efficient. The GAO and Department's Office of Inspector General have identified management problems that could adversely impact the Department's ability fulfill its mission. In addition to the programmatic goals set by the bureaus, the Department has identified the following key management strategies as critical to meeting our goals. More detailed supporting documents are being developed for many of the management areas in Interior including human resources, worker safety, diversity, information technology, financial management, procurement and property management and will be available upon request through the Department's Internet site at [www.doi.gov](http://www.doi.gov). Interior's bureaus are addressing specific management problems in the bureau specific strategic plans.

## Long-Term Goal

Lead People to Succeed

## Performance Indicator

Increase in Diverse Workforce Representation

### Our Objective

Achieve levels of diversity for the Department's workforce that are reflective of the nation's citizenry.

### FY 2001 ANNUAL PERFORMANCE GOAL

Diverse representation in Interior's workforce will increase by at least 3.1% from 1997 levels.

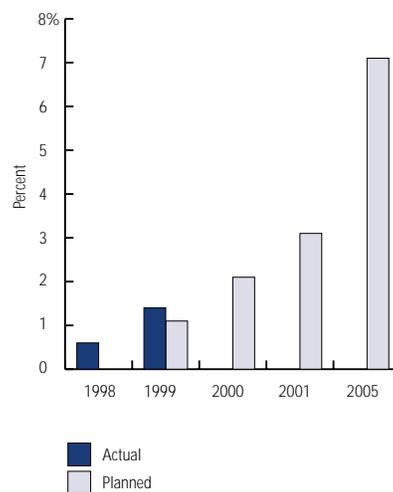
### Strategies

We will achieve our diversity goals through increasing the awareness of diversity issues, by improving targeted recruitment to increase the diversity of the applicant pool, and by improving the quality of work life to attract and retain employees. Selections will remain solely on the basis of merit. The measurement focus is on increasing the general diversity of the workforce, not on quotas, numeric targets, or specific vacancies. Percentages are calculated as portions of the total workforce rather than the growth rate of specific groups; for example, if a group moves from 5% to 6%, it is reported as having increased 1% of the total workforce rather than as a 20% increase in the group. Thus an increase of 1% is significant progress given the limited turnover.

Starting with the 1997 base when the Strategic Plan was signed, our general sequence of goals has been to get the bureaus involved in implementing the Strategic Plan, to identify and correct any specific problem areas, to settle into making systematic progress of approxi-

mately 1% increase in diversity each year, and then to give more focus to quality of work life issues. This rate of progress depends on the continued availability of vacancies and opportunities.

Increase in Workforce Diversity From FY97



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, diverse representation in Interior's workforce will have increased at least 1.1% from the FY 1997 base.

**Report:** In FY 1999, diverse representation in Interior's workforce was increased by 1.4% from the FY 1997 base.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Obtained through central personnel files (Federal Personnel Payroll System using EEO reports).
Validation	Validation through certification from appropriate officials.

## Long-Term Goal

Lead People to Succeed

## Performance Indicator

New Training and Development Programs

### Our Objective

Develop and implement new training and development programs that help meet the Department's human resource and career development needs.

### FY 2001 ANNUAL PERFORMANCE GOAL

Develop and implement at least 1 new training program.

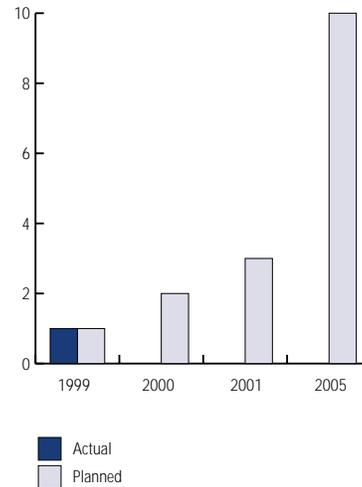
### Strategies

Interior requires a dedicated, diverse, high-quality workforce to accomplish its mission and achieve its goals. To ensure a quality workforce is in place, our long-range goal is to create a work environment in which our employees are valued, motivated, developed, and rewarded for excellent customer-focused performance.

To meet this goal we must achieve two critical outcomes: deliver the best human resources services for Interior employees; and, manage Interior's human resources as expected by the American people. Our efforts in 2001 will concentrate on further developing and implementing effective training and development programs that emphasize career management throughout the Department and life-long learning.

In FY 1999, Interior's Office of Personnel Policy revitalized the Department's Training and Development Counterpart Group, which includes representatives from each bureau/office. This group is responsible for: (1) assessing current Departmental and bureau career development programs; (2) identifying and prioritizing career development needs not being met by the current programs; and (3) proposing new career development programs to meet the needs identified by the bureaus. The Counterpart Group recommends specific training and development programs for management's approval for funding, development and implementation.

New Training Programs  
(Cumulative)



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, develop one new training and development program module focusing on the career development needs expressed by the Bureaus.

**Report:** During FY 1999 a new employee orientation and acculturation module was developed. In early FY 1999 a workgroup comprised of bureau/office representatives identified the need for new employee orientation and acculturation as a top Departmental training priority. This group investigated best practices within the bureaus and developed a program that addresses information about the Department required by new employees. The program was also designed to make new employees feel more part of the "Interior team", acculturating them to our missions and work environment. The program was presented to senior leaders within the Department and to the bureaus in September 1999 and received approval. After final coordination (within the Department) and consultation with our National Partnership Council (labor unions) the policy officially implementing the new orientation program was signed November 23, 1999.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Collections of data will involve program review and interviews of Departmental and bureau personnel specialists to determine if required programs have been established and are in operation.
Validation	Validation will be done by obtaining certification from appropriate officials.

## Long-Term Goal

Provide the Services and Technology to Manage

## Performance Indicator

Amount of Purchase Card Transactions

### Our Objective

Provide better service and cost savings through the purchase card program

### FY 2001 ANNUAL PERFORMANCE GOAL

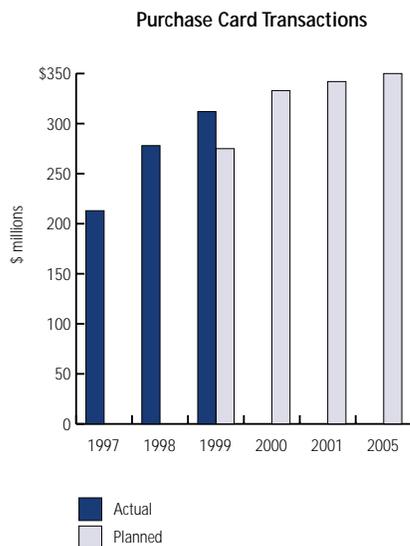
Purchase card transactions will exceed \$342 million.

### Strategies

During FY 1998, approximately 40% of the dollars spent and 76% of the transactions for procurements under \$25,000 were through DOI's purchase card. In FY 1999, the percent of dollars under \$25,000 spend using the

card increased to 53%. Interior's strong growth performance in the use of charge cards was part of our effort to replace more costly and less efficient paper purchase orders. This momentum was affected by the GSA re-competition of the card support contract and difficulties experienced by our selected vendor, Bank of America (formerly NationsBank), in FY 1999.

Performance in FY 1999 totaled \$312 million; the program is expected to grow in FY 2000 to approximately \$333 million. We expect to expend approximately \$342 million through the card in FY 2001. The charge card program, when fully implemented, will increase efficiency greatly by doing away with slow, paper-based purchasing processes. It will increase accountability, once detailed product and service data is available on purchases, by making more information readily available to managers and auditors.



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** Purchase card transactions will exceed \$275 million.

**Report:** Purchase card transactions in FY 1999 exceeded \$312 million. Because of this higher-than-expected performance level, Interior has increased its target levels for subsequent years.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations

Data are collected on each charge card transaction by Bank of America (BoFA) and Total Services, Inc., which processes MasterCard transactions for BoFA. Standard and ad hoc reports are available and being improved.

Validation

Data are validated at the transaction level by cardholders, reviewing officials and Agency/Organization Program Coordinators across DOI bureaus. Summary data and invoices are checked against individual transaction data by these officials plus financial officials. OIG audits will validate the data over time.

## Long-Term Goal

Provide the Services and Technology to Manage

## Performance Indicator

Museum Objects Inventoried

### Our Objective

Preserve, protect, and provide access to cultural and natural museum collections belonging to the American people.

### FY 2001 ANNUAL PERFORMANCE GOAL

Accurately inventory 2.25 million museum objects (for a cumulative total of 46.0 million).

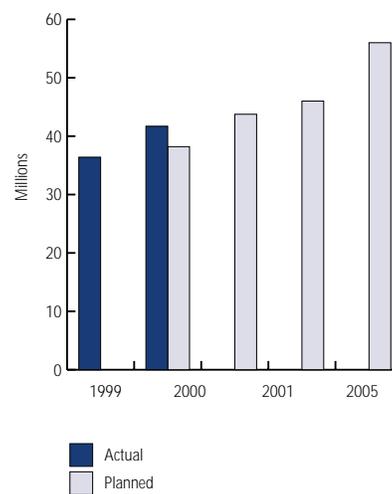
### Strategies

Interior is responsible for over 113 million museum property items (69 million objects and 44 million documents), a collection that is second in total size only to those managed by the Smithsonian Institution. Our museum collections include important artifacts of our national cultural and natural heritage. Careful documentation of these museum collections establish accountability for their management and use in preserving our Nation's natural and cultural resources, in supporting our science activities, and in providing heritage recreation and education for the public.

Interior established a baseline in FY 1998 of 36.4 million objects having accurate documentation. We are now focusing on reducing the documentation backlog. As more of the collections are documented, they become available for use in our resource management, research, interpretation, and exhibition programs at public-contact points throughout the country.

Interior devoted \$24.5 million to museum collections department-wide in FY 1999, with level funding for FY 2000. We are requesting an increase of \$1.5 million for FY 2001. We expect the increase to result in approximately 250,000 additional objects inventoried.

Museum Objects Inventoried



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** 38.2 million museum objects will be inventoried (cumulative).

**Report:** 41.7 million museum objects were inventoried by the end of 1999. The Department exceeded its target through exceptional performance by curatorial staff in the Bureau of Reclamation and the National Park Service. By improving communication and coordination with 400 non-federal institutions with whom we partner to manage our collections, we validated the existing status of many collections, allowing us to report inventory completion of collections not previously counted. This, combined with increased resources to collection documentation, resulted in accurately inventorying 5.3 million museum objects during FY1999, 3.5 million above our target goal of 1.8 million objects, and 14.6% above our FY 1998 baseline.

## DATA VERIFICATION AND VALIDATION

### Data Collection Methodology, Sources, and Limitations

Data are collected by the Department annually through Bureau Museum Property Management Summary Reports. Data are maintained in bureau museum property databases. Some data include estimates for bureau collections managed in partnership with non-federal institutions (rather than precise counts); we improve the quality of data as resources permit.

### Validation

Data are validated through Inspector General audits, reviews of annual Bureau Museum Property Management Summary Reports in comparison with approved bureau plans for managing museum property, and through coordination with the Interagency Federal Collections Working Group to benchmark best practices among agencies.

## Long-Term Goal

Provide the Services and Technology to Manage

## Performance Indicator

Completion of Information Technology Infrastructure Protection Plan

### Our Objective

Provide secure and effective information technology products and services.

### FY 2001 ANNUAL PERFORMANCE GOAL

Complete a Critical Information Technology (IT) Infrastructure Protection Plan.

### Protecting IT Infrastructure

Information technology is vital to the delivery of Interior's products and services. Interior's investment in information technology, which is almost \$600 million per year (see graphic), is increasing as the Department automates more of its business activities and services. An increasing portion of this investment is committed to acquisition and development of Internet and Web-based systems. The importance of Interior's information systems requires that an effective, all-encompassing security protection plan be in place to ensure that the Department's IT resources are not compromised or damaged.

Presidential Decision Directive 63 (PDD 63), which was issued in May 1998, requires Federal agencies to develop and implement Critical Information Technology Infrastructure Protection Plans. The plans must include assessments of system vulnerabilities, vulnerability reduction strategies, and implementation of system remediation programs.

### Strategies

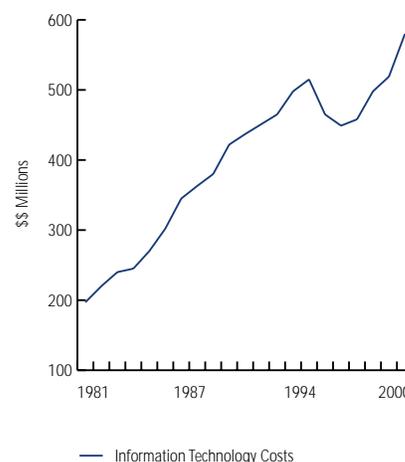
To address the challenge of IT security, and to meet the requirements of PPD 63, Interior's Chief Information Officer (CIO) has initiated the development of a Critical IT Infrastructure Protection Plan. The plan will be comprehensive, encompassing the IT infrastructure throughout Interior as well as the gateways to our business partners. The plan will:

- Address known security vulnerabilities and continually monitor the Department's critical infrastructure to identify emerging security issues
- Establish requirements for ongoing risk assessments remediation efforts
- Address requirements for protecting critical IT infrastructure described in PPD 63
- Prepare for Inspector General, General Accounting Office, and other security audits by working with system owners to periodically evaluate the adequacy of infrastructure protection controls and implement any needed improvements.

Interior will use a combination of in-house resources and contractor support to develop the plan. Because of the decentralized nature of Interior's programs, collaboration with Interior's bureaus is key to the success of this initiative.

Interior faces significant challenges in implementing basic accepted principles for IT security. Areas of major emphasis will include infrastructure assessment, archi-

The Cost of Technology



tectural planning, network security testing, and protection plan development.

Through implementing the Critical IT Infrastructure Protection Plan, we expect a number of significant benefits. We expect to:

- Establish an ongoing program of risk assessment and correction to ensure that system and site changes are included in the protection plans
- Significantly reduce and limit the effects of hacking incidents and attacks against Departmental web sites and systems.
- Ensure that our critical information systems are not damaged, infiltrated, tampered with, or compromised

- Ensure that our critical computer sites are adequately protected from both physical and technical intrusion or damage
- Ensure that adequate protection is in place for Departmental financial management and other systems
- Implement appropriate intrusion detection and audit trail controls
- Respond quickly and effectively to any security breach or perceived weakness

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** This is a new goal for 2001.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	The Critical Information Technology (IT) Infrastructure Protection Plan will be reviewed by Interior's bureaus, management offices, and leadership. The plan will receive final approval from Interior's Chief Information Officer and Critical Infrastructure Assessment Officer. Additional data on IT security will be collected through the Security Architecture Plan, which will be produced by the Department's Enterprise Information Architecture Working Group. The Security Architecture Plan will describe the Department's desired security state, and the accompanying Implementation Plan will provide a "road map" for moving from our current state to our desired security infrastructure.
Validation	As the plan is developed, the project manager and working group will evaluate and accept/reject contractor deliverables based on completeness, comprehensibility, accuracy, and reasonableness. Bureaus and offices will provide feedback on (1) value received from ongoing intrusion testing, (2) percentage of actual corrections resulting from those test results, (3) computer hacking statistics, (4) agreement with the critical infrastructure Plan as it applies to them, and (5) agreement to implement the Plan.

## Long-Term Goal

Provide the Services and Technology to Manage

## Performance Indicator

Completion of Information Technology Architecture

### Our Objective

Provide cost-effective and efficient information systems and technical infrastructures that support the information management needs of our employees, partners, and the public.

### FY 2001 ANNUAL PERFORMANCE GOAL

Complete a target Departmental Enterprise Information Architecture (EIA) Plan and implementation plan to be used as a guide for the future development of Interior's information systems.

### Information Architecture

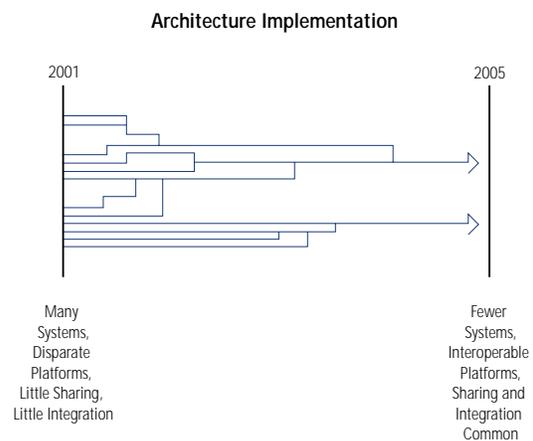
Historically, many of the Department's automated information systems have been developed on an individual basis to respond to particular business needs, resulting in a variety of unconnected, repetitive, or inconsistent information systems on a variety of technical platforms. As the need for integration has increased, bridges and interfaces were developed to connect these systems. As business needs have changed, the cost of maintaining these disparate systems has escalated, as several systems and multiple interfaces are involved in any major modification, requiring considerable research and reprogramming.

The Clinger Cohen Act of 1996 requires each Agency Chief Information Officer to develop and implement an Enterprise Information Architecture (EIA) plan. The goal of the EIA plan is to evolve the Department's various information systems and technical infrastructures to a more unified overall structure that is more responsive, accessible, affordable, and easier to maintain. As the EIA plan is implemented, our information systems will provide better support for the business activities of the Department, be more flexible and adaptable to changing needs, and result in less cost and more timely implementation.

### Strategies

In FY 1999, Interior completed a baseline analysis of the Department's existing information architecture. This analysis resulted in a description of the business and technology activities and products of the entire Department. The baseline analysis also identified areas where efficiencies can be gained. In concert with this effort, some bureaus within Interior started independent EIA efforts. A collaborative approach with Interior's bureaus was important to the successful development of the baseline. Because of the decentralized nature of Interior's programs, continuing collaboration with Interior's bureaus is key to the success of this initiative.

Beginning in FY 2000, Interior will begin the development of a new target Departmental EIA and implementation plan. The plan will be developed with a Department-wide perspective, with participation by program staff and information technology professionals from all bureaus and offices. The effort will be assisted by contractor support. A key task in this effort will be a comparative analysis of Bureau EIA programs and products. The analysis will identify successful EIA approaches, common requirements and solutions, and areas needing better coordination.



The Department plans to complete the target EIA and implementation plan by the end of FY 2001. The plan will establish a strategy and plan of action to guide future development of the Department's information management systems and support structures. The plan will serve as a "road map" for reference by system owners, developers, and users to guide them in implementing future systems that are responsive, coordinated, cost-effective, and directly support the information management needs of our employees, partners, and the public.

Establishing and implementing a Departmental EIA plan will result in a number of improvements. These improvements include:

- Improved data quality, location, and organization
- Increased information availability and accuracy
- Common look and feel for system users

- Improved telecommunications and information routing
- More efficient use of equipment
- Simplification of messaging systems
- Elimination of redundant systems
- Faster development of applications

Following the completion of the EIA plan, our goals for future years will focus on implementation of the plan and development of EIA maintenance and governance plans. These goals will be developed in greater detail after the completion and acceptance of the plan.

### FY 1999 ANNUAL PERFORMANCE REPORT

This is a new goal for FY 2001.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations

Interior's Departmental Enterprise Information Architecture (EIA) Plan will be reviewed by the bureaus, Departmental management offices, and senior leadership. Final approval of the plan will come from Interior's CIO. In developing the plan, data will be collected on information flows, data classes and usage, applications, and technology infrastructure. Data presented in the plan should adequately describe desired future state business processes. The implementation plan will be evaluated to determine its ability to move the Department in an orderly manner from its current architectural structure to the desired future state. Feedback will also be gathered from customers of the EIA Web site.

Validation

The Target Architecture and Implementation Plan will be reviewed by the Project Manager, the Working Group, and selected personnel from the Department's bureaus and offices for reasonableness, accuracy, and utility. Acceptance of the working group recommendations, the Target Departmental Enterprise Information Architecture, and the Implementation Plan will be indicated by surnames/signatures, and agreement to proceed with implementing the plan.

## Long-Term Goal

Ensure Financial and Managerial Accountability

## Performance Indicator

Number of Unqualified (Clean) Audit Opinions

### Our Objective

Provide timely and reliable financial and performance information allowing decision makers to track progress and evaluate the results of Interior's programs.

### FY 2001 ANNUAL PERFORMANCE GOAL

Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental Offices, and the Department's consolidated financial reports.

### Strategies

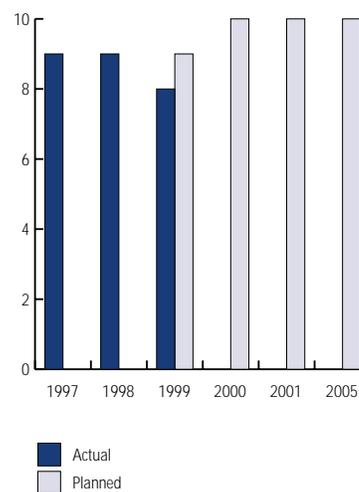
Key laws, such as the Chief Financial Officers Act, the Government Management Reform Act, the Government Performance and Results Act, the Debt Collection Improvement Act, and the Federal Financial Management Improvement Act, have established new standards and high expectations for government operations. In response to these new laws and other initiatives, such as the implementation of Federal Accounting Standards Advisory Board (FASAB) pronouncements, the Department continues to reshape the way it conducts business. To comply with the new standards and to meet these high expectations, timely and reliable financial and performance information will permit stakeholders and decision makers to track progress and evaluate the results of Interior's programs.

The goal of the Department is to achieve and maintain unqualified (clean) audit opinions on the financial statements, including the Department's Annual Accountability Report, as well as internal controls and Federal Financial Management Improvement Act (FFMIA) requirements. Once this goal is achieved, the bureaus, Departmental Offices, and preparers of the consolidated Departmental Accountability report must remain vigilant in maintaining the highest professional standards and discipline to continue to achieve unqualified opinions.

The benefits of financial statement audits and, in particular, obtaining unqualified opinions, are twofold: 1) providing quality data to external parties and 2) ensuring that the books and records used by management can withstand the rigors of the audit process. Unqualified audit opinions provide independent assurance to external users that the information being provided is reliable. Moreover, the discipline required to produce annual financial statements and audits demand that proper management attention and direction is being paid to improving agency financial management and complying with applicable laws and regulations.

The Bureau of Indian Affairs received qualified opinions for its FY 1997 and FY 1998 financial statements. Particular attention will continue to be directed towards receiving an unqualified opinion for the Bureau of Indian Affairs' qualification and improving its financial statement preparation process. The Department has established a task group, including high-level officials, to work with the bureau to resolve the auditor's concerns. This group includes the Deputy Assistant

Clean Audits



Secretary - Budget and Finance, and the Department's Deputy Chief Financial Officer.

**FY 1999 ANNUAL PERFORMANCE REPORT**

**Goal:** Nine unqualified (clean) opinions

**Report:** The Department received eight unqualified (clean) opinions. The Office of the Inspector General did not express an opinion on the Minerals Management Service's financial reports in FY 1999, and the Bureau of Indian Affairs received a qualified opinion, as anticipated. MMS was unable to prepare auditable bureau-level financial statement information in time for FY 1998, therefore, this information will be audited jointly with FY 1999 data. The Department is working with Minerals Management Service personnel to address the deficiencies and design cost-effective and timely corrective action.

**DATA VERIFICATION AND VALIDATION**

[Redacted]	
Data Collection Methodology, Sources, and Limitations	Audit opinions are received from the Office of the Inspector General (OIG).
Validation	The OIG independently attests to the reliability and reasonableness of the bureau and Departmental financial statements.

## Long-Term Goal

Ensure Financial and Managerial Accountability

## Performance Indicator

Resolution of Material Weaknesses and Management Risks

### Our Objective

Resolve audit findings and material weaknesses in a timely manner.

### FY 2001 ANNUAL PERFORMANCE GOAL

Complete implementation of 75 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 80 percent of corrective action plans for material weaknesses by their original target date.

### Strategies

Timely implementation of OIG and GAO audit recommendations and timely correction of material weaknesses are essential to improving the efficiency and effectiveness of the Department's programs and operations and to achieving our integrity and accountability goals.

Improved implementation of OIG and GAO audit recommendations will be accomplished by more aggressive audit follow-up monitoring activities between the Department and its bureaus and offices. In addition, the Department will work to achieve mutual agreements between the OIG/GAO and the bureaus on audit report recommendations and corrective actions before final audit reports are issued. The Department will work to increase the first-year implementation of audit recommendations 5 percent each year until an annual implementation rate of 90 percent is achieved. This rate of progress depends on the continuation of audit recommendations with corrective action plans that can reasonably be expected to be accomplished within one year without substantial additional resources.

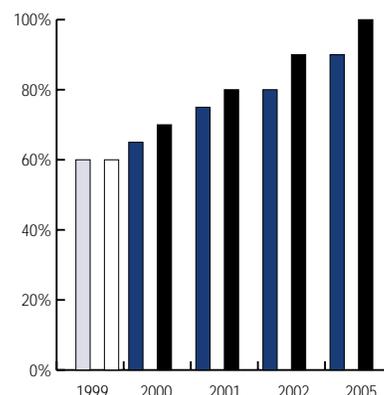
The timely correction of material weaknesses identified in the annual management control program will be accomplished through improved monitoring of corrective action plan milestones and target dates and more frequent progress reporting. The Department will work to increase first-year corrections of material weaknesses by

10 percent each year, until an annual implementation rate of 100 percent is achieved. This rate of progress depends on the availability of resources projected in corrective action plans at the time the material weakness is first identified.

### Building Accountability

During the past year, the Interior Management Council (IMC) has taken a leadership role in improving the Department's accountability, resolving audit recommendations, and correcting material weaknesses. The IMC tracks these issues as part of its monthly meeting agenda. During FY 1999, this aggressive monitoring resulted in closure of the Department's 10 oldest outstanding audits, some of which dated back as far as 1990. Building on this success, the IMC has expanded its monthly monitoring to include achievement of major milestones in material weakness corrective action plans and timely responses to GAO draft and final audit reports.

Resolving Audits and Material Weaknesses



Planned Audit Recommendations Implemented  
Actual Audit Recommendations Implemented  
Planned Material Weaknesses Corrected  
Actual Material Weaknesses Corrected

The Department also maintains a comprehensive database and tracking system that monitors bureau progress in implementing audit recommendations. The bureaus update the database quarterly and provide appropriate documentation of implementation and closure activities. The Department uses this information to make final determinations on audit closure, which are reported in semi-annual reports by the OIG to Congress and in the Department's Annual Accountability Report. Beginning

in FY 2000, the tracking system is being expanded to monitor progress in meeting milestones in material weakness corrective action plans, resolving internal control weakness identified in annual financial statement audits, and in addressing the OIG-identified top-ten management challenges facing the Department.

### FY 1999 ANNUAL PERFORMANCE REPORT

This is a new goal for 2001.

## DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p><b>Audit Recommendations</b> Audits recommendations referred by the OIG to the Department for tracking and or resolution are logged into tracking system with the corresponding targeted implementation date. Bureaus provide quarterly updates to the Department on implementation and closure activities for each audit recommendation. The status of bureau audit data from the Department tracking system is reviewed quarterly with bureau management, OIG and Department staff to ensure completion of implementation activities by targeted completion dates.</p> <p><b>Material Weaknesses</b> Corrective action plan milestones and target dates are initially obtained from bureau corrective action plans submitted with the Director's annual assurance statement to the Secretary. This data is reviewed and entered into the Departmental tracking system. As specific corrective milestones are completed by the bureaus, the supporting documentation is submitted to the Department for review and concurrence, and the tracking system is updated accordingly. The Department, OIG and bureaus meet quarterly to review progress in completing these milestones, and the tracking system is updated accordingly.</p>
<p>Validation</p>	<p><b>Audit Recommendations</b> As bureaus complete implementation and closure activities for each audit recommendation, they forward appropriate supporting documentation to the Department for review and concurrence. The Department then notifies the OIG/GAO and bureau that the implementation and closure actions have been accepted. The tracking system is updated accordingly.</p> <p><b>Material Weaknesses</b> When corrective action for a material weakness is completed and validated, the Bureau Director reports the correction in his or her annual statement to the Secretary.</p>

## Long-Term Goal

Provide Safe and High Quality Places of Work

## Performance Indicator

Facilities Maintenance and Capital Improvements

### Our Objective

Improve management and accountability for the Department's infrastructure and focus maintenance and construction funding on the highest priority health, safety, and resource protection needs.

### FY 2001 ANNUAL PERFORMANCE GOAL

Complete 30 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year.

### Goal Changes

The performance measure of *reduction to total deferred maintenance* has been deleted in the FY 2001 plan because of the need to establish a baseline of the Department's total deferred maintenance. The Department is establishing standard guidelines for the conduct of cyclic facilities condition assessments which is to be implemented in FY 2000. This will require the bureaus, through a formal process, to assess each of their constructed assets on no greater than a five year cycle. These assessments will, after the completion of the first cycle (expected in FY 2005), form the baseline that would allow annual deferred maintenance to be a reliable performance measure.

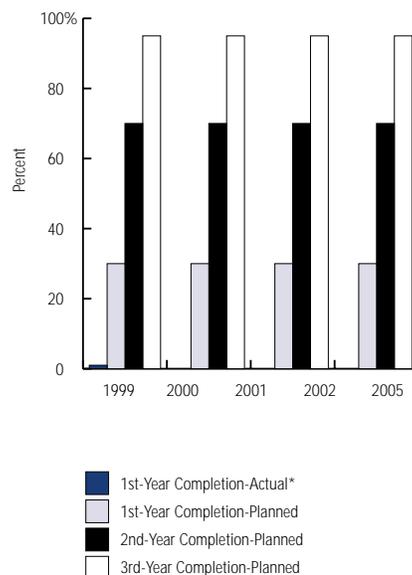
The performance measure of *reported completions of Five-Year Plan projects* has been added because there is a requirement that the bureaus are to annually report the completion of their funded Five-Year Facilities Maintenance and Capital Improvement projects. Because construction projects can require more than a year to complete, a reasonable measure is the number of projects completed within two years of funding.

### Strategies

In 2001, Interior will 1) update and submit to Congress the third Five-Year Facilities Maintenance and Capital Improvement Plan primarily emphasizing the highest priority health and safety and resource protection projects; 2) complete the implementation of a cyclic facilities condition assessment program; 3) continue the development and deployment of a facilities management system that will provide improved the consistency, quality, and timeliness of facilities related data; and 4) provide project-specific accountability on the completion of repair and construction projects funded through the Five-Year Plan.

Through the use of common definitions for maintenance and capital improvement functions, data gathered through a comprehensive condition assessment process, and continued use of the Five-Year Plan, Interior will be

5-Year Plan Project Completions



\* Note: First year completion totals for FY 1999 will be available in April 2000. These figures will be reflected in the revised final FY 2001 annual performance plan.

able to present a more consistent and credible view of its budgeted resources and capital investments, goals, needs, and priorities to the Administration and the Congress.

Data developed during the formulation of the initial Five-Year Plan and through the annual updates will provide a greatly improved foundation for making facilities management decisions. Through the implementation of an Interior-wide facilities condition assessment process, updating the facilities inventory, and tracking the completion of projects, the Department will be able to monitor progress toward addressing accumulated deferred maintenance needs.

Improved stewardship of constructed assets will be measured by the Department's ability to reduce accumulated deferred maintenance for Interior facilities. To ensure the sustainability of that accomplishment, annual maintenance will be intensified so that essential maintenance is no longer deferred.

## FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 1999, Interior will 1) complete the first Five-Year Facilities Maintenance and Capital Improvement Plan Plans, primarily emphasizing the highest priority critical health and safety and resource protection projects; 2) develop standards for condition assessments; and 3) refine requirements for maintenance management systems that provide common data elements.

**Report:** In FY 1999, Interior 1) completed the Five-Year Plan for FY 2000 and initiated development of the Plan for FY 2001; 2) issued guidance to the bureaus for conducting facilities condition assessment surveys; and 3) established standard facilities-related data elements and definitions that the bureau will incorporate into facilities management systems. Interior also established a Facilities Management Systems Partnership to coordinate the development and use of Departmental facilities management systems.

## DATA VERIFICATION AND VALIDATION

<p>Data Collection Methodology, Sources, and Limitations</p>	<p>Deferred maintenance and capital improvement needs will be identified through a condition assessment process and compiled by the individual Interior bureaus. Bureau information systems are used to maintain facilities inventories, plan and budget for maintenance and capital improvement needs, and monitor maintenance performance. The highest priority needs are included in the Five-year Maintenance and Capital Improvement Plans.</p>
<p>Validation</p>	<p>Annual deferred maintenance reporting will be audited by Interior's Inspector General.</p>

## Long-Term Goal

Provide Safe and High Quality Places of Work

## Performance Indicator

Completion of Environmental Audits

### Our Objective

Conduct initial environmental audits of all Departmental facilities to ensure overall compliance with Federal, State, and local environmental requirements.

### FY 2001 ANNUAL PERFORMANCE GOAL

Complete initial environmental audits of 85 percent of all Interior facilities (cumulative).\*

\*(Note: Several bureaus have conducted audits in prior years. This goal represents a cumulative total of facilities audited by bureaus)

### Strategies

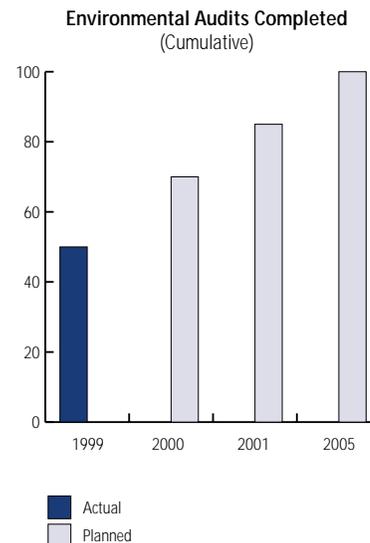
Environmental auditing is the systematic, documented, periodic, and objective review of facility operations and practices related to meeting environmental compliance. In 1997, Interior issued a new policy requiring environmental auditing of all Departmental facilities (DOI Departmental Manual, Part 515, Chapter 2, "Environmental Auditing"). Each Interior bureau is responsible for developing and implementing its own environmental auditing program. The bureaus are at different stages in developing and implementing their environmental auditing programs.

In FY 1999, Interior's Office of Environmental Policy and Compliance (OEPC) purchased the environmental auditing protocols developed by the U.S. Army Construction Engineering Research Laboratories called The Environmental Assessment Management (TEAM) Guide. The TEAM Guide was subsequently placed on the OEPC website for use by the bureaus and has been updated on a quarterly basis.

In FY 2000, OEPC will continue to provide the quarterly updates of the TEAM Guide to bureaus for their use as an environmental auditing tool. In January 2000, OEPC and several bureaus participated in a Federal intera-

gency environmental auditing workshop sponsored by EPA to discuss new environmental auditing methodologies and tools. OEPC will be working with bureaus to further develop their environmental auditor training.

As part of the Department's annual audit summary reporting requirement, bureaus will provide information on their audit results. This information will include the audit findings, citations issued, and follow-up actions taken. This type of summary data will help the Department and the bureaus develop analyses of trends in violations, and help in developing a managed approach to corrective actions.



### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** Establish a baseline of environmental audit activities and programs across the Department.

**Report:** In FY 1999, the Department established a baseline that 50 percent of the Department's facilities had completed initial environmental audits.

## DATA VERIFICATION AND VALIDATION

Data Collection  
Methodology, Sources,  
and Limitations

Bureaus differ in their capabilities to collect data. Some bureaus have centralized information management systems to collect data while other bureaus gather information from their field offices.

Validation

Bureaus differ in their capabilities to verify and validate data. Bureaus are required to submit an Annual Bureau Summary of Environmental Auditing Program and Activities to the Office of Environmental Policy and Compliance.

## MANAGING FOR EXCELLENCE AND ACCOUNTABILITY DISCONTINUED GOALS:

### FY 1999 ANNUAL PERFORMANCE REPORT

**Goal:** By March 31, 1999 ensure the Department's critical information systems and processes have been remediated and are operating correctly for the Year 2000 date change.

**Report:** In March 1999, Interior became the first cabinet agency to complete renovation and place back into service all mission critical systems, ahead of the Office of Management and Budget due date. Many of Interior's 90 Mission Critical systems were completed 4 to 5 months ahead of schedule. Congress consistently awarded the Department top grades for work on Y2K, and other Federal agencies requested Interior's advice and assistance. "Day One" plans developed by Interior for monitoring, reporting, and responding to problems dur-

ing the millennium rollover were adopted for use throughout government. A risk management program, developed in cooperation with the Department's Office of Managing Risk and Public Safety, ensured that Interior was prepared to deal with contingencies resulting from unforeseen problems. Between April and August of 1999, staff from the Department visited and reviewed continuity of operations plans of major facilities nationwide. Contingency plans are now in place to provide manual alternatives for automated processes and thus provide added confidence that Interior's essential business functions will continue after January 1, 2000. The actual Y2K rollover was fully staffed and completely successful for Interior and all its bureaus, with all major systems and all critical sites maintaining full functioning.

## Section IV

### *Additional GPRA Information*

#### 4.1 CUSTOMER SERVICE

The Department is committed to providing the best possible service to our customers, partners, and stakeholders. We have incorporated customer service measures into our strategic and annual performance plans as key measures of performance. In addition, the Department is taking action to improve our responsiveness and service:

- Many of our bureaus have developed customer survey systems to better gauge the needs and satisfaction levels of the people we serve.
- Interior has established a Customer Service Forum, which includes members from all of Interior bureaus. The Forum sponsors presentations and training on improving customer service, and networks with other organizations to develop “best practices” for improving our services.
- Customer service measures, at the program level, are included in Interior’s bureau plans. The following are a sample of some of the key customer measures in our 2001 annual performance plans:
  - 95% of national park visitors will be satisfied with appropriate park facilities, services, and recreational opportunities (NPS)
  - 92% of recreation users will be satisfied with the quality, diversity, and availability of recreation opportunities on the public lands (BLM)
  - Conduct a customer survey to measure customer satisfaction with the Office of Tribal Services and begin corrective actions (BIA)
  - Initiate at least five customer service business practice process improvements in the following focus areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service (BOR)

#### 4.2 CROSSCUTTING ISSUES

##### **Crosscutting Views**

Interior considers a number of activities at various levels to be crosscutting efforts.

##### 1. *The Inter-Agency, Shared Goal View:*

This matches the guidance in OMB Circular A-11 regarding crosscutting programs as those being undertaken with other agencies to achieve a common purpose or objective. An example of this is South Florida Restoration project where several Federal agencies, including primarily Interior, Army Corps of Engineers (COE), Environmental Protection Agency (EPA), and Department of Agriculture work together on common goals (along with the State of Florida, and other Federal, State and local agencies).

##### 2. *The Intra-Department Shared Goal or Objectives View:*

Many of Interior’s bureaus work closely with other Interior bureaus to achieve their goals. The goal may or may not be a common one, but one or more bureaus must provide some assistance so that another bureau can achieve its goal. An example of this is endangered species consultations with the FWS, where both FWS and the other Interior bureau have endangered species recovery goals.

##### 3. *The Partnership/Customer View:*

Many of Interior’s bureaus achieve their own goals through various mutual interest relationships with other Interior bureaus, other Federal agencies, States, Tribes, academic institutions, and public interest groups. Examples of these relationships include the work the USGS produces for its customers, people who use their science products to achieve their own objectives, and the MMS which must coordinate its OCS oil and gas regulatory activities with the Coast Guard, Commerce Department, EPA, COE, and States.

## Interior Crosscutting Programs

In the FY 1999 and FY 2000 Departmental Overview Annual Performance Plans we segregated and defined certain Interior-level projects as Crosscutting Programs. These were programs that are crosscutting in that they involve the participation of multiple Interior bureaus and/or other Federal agencies to achieve the program goals. (Crosscutting Views 1 and 2, above.)

However, these programs relate directly to the achievement of Interior's five goals. Following the approach we have used in this FY 2001 Departmental Overview Annual Performance Plan/Annual Performance Report, these program goals are listed under their respective Departmental goal.

These programs are:

### Goal 1

*Natural Resource Damage Assessment and Restoration Program (NRDAR)* - This crosscutting program has Intra-Departmental Goals for cleaning up hazardous waste sites that are achieved by the NRDAR office working with Interior's land management bureaus: BLM, BOR, FWS, NPS, and BIA.

*South Florida Restoration* - As noted above in the example, this goal involves multiple Federal agencies, all working to achieve common restoration objectives.

*California Desert Protection* - The land restoration and protection objectives of this program are achieved by multiple Federal and Interior land management agencies including the BLM, NPS, Department of Defense, and Forest Service, with scientific support from USGS..

*Wildland Fire Management* - This program includes multiple Federal and Interior land management agencies that pool their resources to achieve their common fire fighting goals. The BLM, NPS, BIA, and Forest Service participate in this program.

### Goal 3

*Pacific Northwest Forest Plan* - This program also involves multiple Federal and Interior land management agencies to achieve common land , habitat, and species

restoration objectives along with multiple use of resources. This involves BLM, FWS, Forest Service, and National Marine Fisheries Service.

In addition, to these programs for which we have goals in this Overview, Interior is an active participant in the Natural Resources Performance Management Forum, a coalition of federal agencies with natural resource-related missions. The Forum was formed to coordinate strategic planning and GPRA activities among the partner agencies. Over the past year, the group has worked to define the roles and contributions each agency makes toward common resource outcomes, using water quality as a pilot issue. Based on the results of the pilot effort, the group plans to expand its efforts into additional issue areas.

## Crosscutting Table

The table on the following pages lists by Departmental Goals some representative crosscuts for all of Interior's bureaus and offices, and includes all levels of crosscutting activities.

*Table 4.2 Examples of Crosscutting Relationships*

Department, Agency and Others	Protect the Environment and Preserve Our Nations Natural and Cultural Resources	Provide Recreation For America	Manage Natural Resources for a Healthy Environment and a Strong Economy	Provide Science for a Changing World	Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities
DOI Bureaus	<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Fire management</li> <li>OSM</li> <li>• w/BLM and NPS-reclamation of Abandoned Mined Lands</li> </ul> </li> <li>FWS                             <ul style="list-style-type: none"> <li>• w/all on ESA</li> <li>• w/BOR on wetlands</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FWS                             <ul style="list-style-type: none"> <li>• w/BOR on facilities; wetlands</li> <li>• w/NPS on ESA</li> </ul> </li> <li>NPS                             <ul style="list-style-type: none"> <li>• w/BLM &amp; FWS on land management</li> <li>• w/USGS on science</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MMS                             <ul style="list-style-type: none"> <li>• w/USGS on Offshore O&amp;G</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Spatial data</li> <li>• Assessments</li> </ul> </li> <li>FWS                             <ul style="list-style-type: none"> <li>• w/USGS for Birds</li> </ul> </li> <li>USGS                             <ul style="list-style-type: none"> <li>• all bureaus for: biology, geology, hydrology, mapping</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MMS                             <ul style="list-style-type: none"> <li>• w/BIA and OST on Funds disbursement</li> <li>• Royalties</li> </ul> </li> </ul>
USDA	<ul style="list-style-type: none"> <li>FWS                             <ul style="list-style-type: none"> <li>• Contaminants</li> <li>• ESA</li> <li>• Wetlands</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>USGS                             <ul style="list-style-type: none"> <li>• Habitat management</li> <li>• Energy &amp; mineral resources</li> <li>• Hydrologic data</li> </ul> </li> </ul>	
NRCS	<ul style="list-style-type: none"> <li>BOR                             <ul style="list-style-type: none"> <li>• Water conservation</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>BOR                             <ul style="list-style-type: none"> <li>• Irrigation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BOR                             <ul style="list-style-type: none"> <li>• Ag. Research</li> </ul> </li> <li>USGS                             <ul style="list-style-type: none"> <li>• Conservation genetics</li> </ul> </li> </ul>	
Forest Service	<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Watershed &amp; range management</li> <li>• Wildfire</li> </ul> </li> <li>NPS                             <ul style="list-style-type: none"> <li>• Habitats</li> </ul> </li> <li>OSM                             <ul style="list-style-type: none"> <li>• AML</li> <li>• Technology transfer</li> </ul> </li> <li>FWS                             <ul style="list-style-type: none"> <li>• Migratory Species</li> <li>• ESA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Recreation lands</li> </ul> </li> <li>BOR                             <ul style="list-style-type: none"> <li>• Recreation management</li> </ul> </li> <li>NPS                             <ul style="list-style-type: none"> <li>• Park resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Mineral leasing</li> <li>• Forestry</li> <li>• Clean Water</li> </ul> </li> <li>MMS                             <ul style="list-style-type: none"> <li>• Royalty collection</li> </ul> </li> <li>OSM                             <ul style="list-style-type: none"> <li>• AML</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>USGS                             <ul style="list-style-type: none"> <li>• Biological research</li> <li>• Natural hazards</li> <li>• Forest maps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BIA                             <ul style="list-style-type: none"> <li>• Wildfire</li> <li>• Tribal resources</li> </ul> </li> <li>MMS                             <ul style="list-style-type: none"> <li>• Royalty collection</li> </ul> </li> </ul>
DOT	<ul style="list-style-type: none"> <li>FWS                             <ul style="list-style-type: none"> <li>• ESA</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>MMS                             <ul style="list-style-type: none"> <li>• Pipelines</li> <li>• Inspection</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>USGS                             <ul style="list-style-type: none"> <li>• Volcanic hazards</li> <li>• Hydrologic studies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BIA                             <ul style="list-style-type: none"> <li>• Road construction &amp; maintenance</li> </ul> </li> </ul>
Coast Guard			<ul style="list-style-type: none"> <li>MMS                             <ul style="list-style-type: none"> <li>• Oil spills</li> <li>• Accidents</li> </ul> </li> </ul>		
Defense	<ul style="list-style-type: none"> <li>FWS                             <ul style="list-style-type: none"> <li>• ESA</li> </ul> </li> <li>BLM                             <ul style="list-style-type: none"> <li>• Military land use</li> </ul> </li> <li>NPS                             <ul style="list-style-type: none"> <li>• Preservation issues</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>BLM                             <ul style="list-style-type: none"> <li>• Land exchange</li> </ul> </li> <li>MMS                             <ul style="list-style-type: none"> <li>• Royalty collection</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>USGS                             <ul style="list-style-type: none"> <li>• Natural hazards</li> <li>• Test ban monitoring</li> <li>• Terrain visualization</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>BIA                             <ul style="list-style-type: none"> <li>• Lands</li> <li>• Community Development</li> </ul> </li> </ul>

*Table 4.2 Examples of Crosscutting Relationships (continued)*

Department, Agency and Others	Protect the Environment and Preserve Our Nations Natural and Cultural Resources	Provide Recreation For America	Manage Natural Resources for a Healthy Environment and a Strong Economy	Provide Science for a Changing World	Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities
Army Corps of Engineers	<p>OSM</p> <ul style="list-style-type: none"> <li>• Mountain top mining</li> <li>• WQ</li> </ul> <p>FWS</p> <ul style="list-style-type: none"> <li>• ESA</li> <li>• Mitigation</li> <li>• Habitat Conservation</li> </ul> <p>NPS</p> <ul style="list-style-type: none"> <li>• Waterways</li> </ul>	<p>BOR</p> <ul style="list-style-type: none"> <li>• Water recreation</li> </ul>	<p>BLM</p> <ul style="list-style-type: none"> <li>• Wetlands</li> </ul> <p>MMS</p> <ul style="list-style-type: none"> <li>• OCS Permitting</li> </ul> <p>BOR</p> <ul style="list-style-type: none"> <li>• Water &amp; power production</li> <li>• Operations</li> <li>• Dam safety/security</li> </ul>	<p>USGS</p> <ul style="list-style-type: none"> <li>• Sea floor mapping</li> <li>• Floodplain morphology</li> <li>• Habitat assessments</li> </ul>	<p>BOR</p> <ul style="list-style-type: none"> <li>• Tribal water projects</li> </ul> <p>BIA</p> <ul style="list-style-type: none"> <li>• Lands</li> <li>• Water Development</li> <li>• Resources</li> </ul>
NOAA	<p>BLM</p> <ul style="list-style-type: none"> <li>• Clean Water</li> </ul> <p>FWS</p> <ul style="list-style-type: none"> <li>• ESA</li> </ul> <p>NPS</p> <ul style="list-style-type: none"> <li>• Marine habitats</li> </ul>		<p>MMS</p> <ul style="list-style-type: none"> <li>• Offshore O&amp;G</li> <li>• Marine mammals</li> <li>• Fish habitat</li> </ul> <p>BOR</p> <ul style="list-style-type: none"> <li>• NWS forecasting</li> </ul>	<p>MMS</p> <ul style="list-style-type: none"> <li>• Marine Mammal Research</li> </ul> <p>USGS</p> <ul style="list-style-type: none"> <li>• ESA</li> <li>• Coral reefs</li> <li>• Coastal erosion</li> </ul>	<p>BIA</p> <ul style="list-style-type: none"> <li>• Resources</li> </ul>
Education					<p>BIA</p> <ul style="list-style-type: none"> <li>• Indian education</li> <li>• Tribal schools</li> </ul>
Energy	<p>FWS</p> <ul style="list-style-type: none"> <li>• Habitat Conservation</li> </ul> <p>NPS</p> <ul style="list-style-type: none"> <li>• Sustainable practice pilots</li> </ul>		<p>MMS</p> <ul style="list-style-type: none"> <li>• Offshore O&amp;G</li> <li>• Strategic Petroleum Reserve</li> </ul>	<p>USGS</p> <ul style="list-style-type: none"> <li>• Clean Coal</li> <li>• Coal bed methane</li> <li>• Contaminants</li> <li>• Gas Hydrates</li> </ul>	
EPA	<p>BLM</p> <ul style="list-style-type: none"> <li>• Hazardous materials</li> <li>• Waste sites</li> </ul> <p>OSM</p> <ul style="list-style-type: none"> <li>• WQ</li> <li>• 404</li> </ul> <p>BOR</p> <ul style="list-style-type: none"> <li>• Water quality</li> </ul> <p>NPS</p> <ul style="list-style-type: none"> <li>• AQ</li> <li>• WQ</li> </ul> <p>FWS</p> <ul style="list-style-type: none"> <li>• Contaminants</li> <li>• Wetlands, 404</li> </ul> <p>BIA</p> <ul style="list-style-type: none"> <li>• Natural resources</li> </ul>	<p>NPS</p> <ul style="list-style-type: none"> <li>• WQ</li> <li>• AQ</li> </ul>	<p>BLM</p> <ul style="list-style-type: none"> <li>• Mineral Lands</li> <li>• AQ</li> <li>• WQ</li> <li>• CWAP</li> </ul> <p>MMS</p> <ul style="list-style-type: none"> <li>• Offshore O&amp;G</li> </ul>	<p>USGS</p> <ul style="list-style-type: none"> <li>• Science support</li> <li>• Geochemical analysis</li> <li>• Mined lands drainage</li> <li>• Hydrologic studies</li> <li>• Contaminant effects</li> <li>• WQ</li> </ul>	<p>BIA</p> <ul style="list-style-type: none"> <li>• Waste treatment grants</li> <li>• WQ</li> <li>• AQ</li> </ul>
FEMA			<p>BOR</p> <ul style="list-style-type: none"> <li>• Drought response &amp; mitigation</li> </ul>	<p>USGS</p> <ul style="list-style-type: none"> <li>• Hazards monitoring</li> <li>• Hydrologic data</li> </ul>	

*Table 4.2 Examples of Crosscutting Relationships (continued)*

Department, Agency and Others	Protect the Environment and Preserve Our Nations Natural and Cultural Resources	Provide Recreation For America	Manage Natural Resources for a Healthy Environment and a Strong Economy	Provide Science for a Changing World	Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities
GSA					BIA • Support services to tribes
Justice				USGS • GIS	BIA • Law enforcement
Labor	OSM • MSHA			USGS • Energy resources	BIA • Employment • Job training
Indian Tribes	BOR • Water conservation		MMS • Royalty management  BOR • Water development	USGS • Education programs • WQ • Stream gaging • Fisheries research • Invasive species • Environmental hazards	BLM • Mineral leasing • Cadastral surveys  BOR • Technical assistance • Training  BIA • Self determination • Housing • Law enforcement
States	BOR • Water conservation • Salinity control	FWS • w/ National Audubon Society • Bass Unlimited • Ducks Unlimited	MMS • Royalties payments • Compliance  BOR • Water & power development	USGS • Waterfowl surveys • Hydrologic data • Mapping • Hazards assessments • Fisheries	BIA • Human services • Courts
Partners	FWS • NW Fisheries Commission  NPS • Cultural and archaeological resource protection			BOR • WQ assessments  USGS • w/American Farm Bureau-hydrologic data • w/Environmental groups-ESA, biological assessments • International-Natural hazards, space science	BOR • w/Universities-develop curriculum  FWS • Native American F&W Society  BIA • Museum alliances

**ABBREVIATIONS**

AML	Abandoned Mined Lands	NWS	National Weather Service
AQ	Air Quality	O&G	Oil and Gas
CWAP	Clean Water Action Plan	OCS	Outer Continental Shelf
ESA	Endangered Species Act	WQ	Water Quality
GIS	Geographic Information Systems	404	Sec. 404 of Clean Water Act, fill in water & wetlands
MSHA	Mine Safety and Health Administration		

### 4.3 MANAGEMENT ISSUES

This plan addresses a number of important management issues, including material weaknesses or management challenges and risks that are mission-critical and can affect our overall performance, or may be linked to potential fraud, waste, and abuse. Material weaknesses are identified by Interior, the Office of the Inspector General (OIG), and the General Accounting Office (GAO) through program evaluations, audits, and management control reviews. Other management issues are identified in audits conducted by OIG and evaluations conducted by GAO. Interior has an audit follow-up system in place to track these issues at the departmental level, even though most of the actions to resolve these issues are carried out by Interior's bureaus and offices.

In August 1999, Senator Fred Thompson wrote to heads of Cabinet Departments and major agencies concerning management risks and challenges, and the need to establish GPRA performance goals in these areas. In our reply, we agreed that establishing performance goals and measures for major management issues is one appropriate way to address and monitor progress on resolving these issues. Many of the issues Senator Thompson identified are mission-critical and were already addressed in the Department's FY 2000 Annual Performance Plan goals and measures. Other management risks now have performance goals and measures in Interior's FY 2001 Annual Performance Plan.

Table 4.3 shows seventeen management issues and identifies the source of issues as material weaknesses listed by Interior, the top ten management issues listed by the OIG for 1999, and Major Management Challenges and Program Risks identified by GAO in their January 1999 report (GAO/OCG-99-9) and in other GAO reports. The table indicates whether the issues are covered by GPRA performance goals.

Of the seventeen management challenges identified in Table 4.3, all but four have GPRA performance goals and measures. These four management issues are tracked internally by Interior and the bureaus. As a counterpart to the President's Management Council, we established an Interior Management Council (IMC) in 1994 to address Department-wide issues, especially

management challenges and program risks. The Secretary's Deputy Chief of Staff and Assistant Secretary for Policy, Management and Budget co-chair the IMC, whose members include top bureau and departmental leaders. This high-level management group receives reports on the status of resolving management and audit issues, monitors progress on key issues, and holds managers accountable for progress.

#### **Performance Measures**

Four of the major management issues for Interior that are identified in the table above are addressed in this Departmental Overview. We have also established a goal for the timely resolution of audit recommendations and correction of material weaknesses. The other management issues in the table are addressed in the bureau and office Annual Performance Plans, unless they are being tracked by other means. The following management issues are covered in this Overview:

#### **Facilities Maintenance**

The Department is working to reduce the total amount of deferred maintenance of Interior's facilities and is establishing standard guidelines for the conduct of cyclic facilities condition assessments which are to be implemented in FY 2000. Improved stewardship of constructed assets will be measured by the Department's ability to reduce accumulated deferred maintenance for Interior facilities. The goal for FY 2001 is to complete 30 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year.

#### **Financial Management**

To ensure that the Department meets all applicable financial management standards, timely and reliable financial and performance information is needed to permit stakeholders and decision makers to track progress and evaluate the results of Interior's programs. The Departmental objective is to achieve and maintain unqualified (clean) audit opinions on all of our financial statements, address material weaknesses, and meet the requirements of the Federal Financial Management Improvement Act. The goal for FY 2001 is to achieve

TABLE 4.3 MAJOR MANAGEMENT RISKS AND MATERIAL WEAKNESSES

Issue	Sources of Management Issue			GPRA Performance Measure
	Interior	OIG	GAO	
Management of Indian Trust Funds	X	X	X	Yes
Facilities Maintenance	X	X	X	Yes
NPS Housing	X	X		Yes
Financial Management		X	X	Yes
Waste Management		X	X	Yes
Revenue Collections	X	X	X	Yes
Inspection and Enforcement of Fluid Minerals		X		Yes
Range Monitoring	X	X		Yes
Land Exchanges	X	X	X	No*
Year 2000 Readiness		X	X	Yes
Inadequate Records Management	X			Yes
Irrigation of Ineligible Land	X	X		Yes
Lack of Accountability & Control Over Artwork & Artifacts	X	X		Yes
Streamlining Agencies			X	No*
Better Guidance and Oversight			X	No*
Annual Fund Distribution to Tribes			X	No*
BLM/ALMRS Project [Project discontinued in FY 1999]		X	X	NA

\* These issues are being managed and tracked internally through methods other than GPRA.

unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.

### ***Waste Management***

To manage and control waste on Interior's lands and facilities, each Interior bureau is responsible for developing and implementing an environmental auditing program. Environmental auditing is the systematic, documented, periodic, and objective review of facility operations and practices related to meeting environmental compliance. In 1997, Interior issued a new policy requiring environmental auditing of all Departmental facilities. The bureaus are at different stages in developing and implementing their environmental auditing programs. The goal for FY 2001 is to complete initial environmental audits of 85 percent of all Interior facilities (cumulative).

### ***Lack of Accountability and Control Over Artwork and Artifacts (Museum Collections)***

Interior is responsible for over 113 million museum property items (69 million objects and 44 million documents). Our museum collections include important artifacts of our national cultural and natural heritage. Careful documentation of these museum collections establishes accountability for their management and use in preserving our Nations's natural and cultural resources, in supporting our science activities, and in providing heritage recreation and education for the public. Interior established a baseline in FY 1998 of 36.4 million objects accurately documented. We are now focusing on reducing the documentation backlog. The goal for FY 2001 is to accurately inventory 2.25 million museum objects (for a cumulative total of 46.0 million).

### ***Management Challenges and Risks***

Timely implementation of OIG and GAO audit recommendations and timely correction of material weaknesses are essential to improving the efficiency and effectiveness of the Department's programs and operations and to achieving our integrity and accountability goals. Improved implementation of OIG and GAO audit recommendations will be accomplished by more aggressive audit follow-up monitoring activities between the Department and its bureaus and offices. In addition, the

Department will strive to achieve mutual agreements between the OIG /GAO and the bureaus on audit report recommendations and corrective actions prior to the issuance of final audit reports. The goal for FY 2001 is to complete implementation of 75 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 80 percent of corrective action plans for material weaknesses by their original target date.

### **Coordination with the Office of Inspector General**

The Department is assisting the OIG by providing information on the GPRA goals that address OIG management issues and the GPRA goals that appear in the Department's Accountability Report.

As the OIG initiates new audits, the Department participates in entrance interviews and provides performance information and any relevant goals and measures that pertain to the program under review. The OIG examines whether issues are covered by appropriate performance goals and measures.

Depending on the nature of the program, issues raised, or OIG program recommendations, the OIG also may recommend using performance goals and measures to help track resolution of the issues. These performance measures may become part of a GPRA annual performance plan or may be tracked internally.

We are also working with the OIG on approaches to reviewing GPRA documents and data systems. To the extent possible, we intend to continue to coordinate this work with our OIG to help improve our compliance with GPRA and foster performance and results driven management in the Department.

## **4.4 DATA VERIFICATION AND VALIDATION**

The Department has made progress in improving its data collection, verification, and validation strategies. Our bureaus have improved their performance measures, and the Department has developed an internal reporting and tracking system and improved oversight of performance management activities. While progress has been made, more work needs to be done to further improve the

Department's performance data and systems. We are developing new self-assessment tools and approaches to help make further improvements to our data systems.

As the Department developed its strategic plans and annual performance plans, the focus was on constructing the goals and measures that are appropriate for our programs, are outcome oriented, and produce measurable results. As these initial plans were prepared, our bureaus and offices had considerable discretion to develop the means they use to verify and validate the performance measures, data, and data collection systems.

This bureau/office discretion has produced a variety of approaches to determining the accuracy and reliability of performance data. Information collection and reporting systems have been developed to accommodate the specific types of data and mission information needs of each bureau. Some have developed and re-engineered physical data monitoring systems and electronic databases to capture and record data that is necessary for GPRA reporting and provides critical information for decision makers. Data captured at the field level in many instances is recorded electronically on laptop computers for easy downloading and verification at the regional and national levels. Data discrepancies are then more easily identified and resolved between regional and field personnel as necessary. Fiscal Year 1999 was the first year agencies were required to report on their GPRA performance measures. Our bureaus have learned from this process, and have improved many of their performance measures based on the lessons they have learned through tracking and reporting performance data.

### **Quarterly Data Reporting**

The Department has developed a quarterly data reporting system to track progress in achieving GPRA goals. The bureaus are required to electronically submit performance data on a quarterly basis to the Department. The data is then reviewed and entered into a central database containing all Department and bureau performance data. The quarterly submittal schedule provides the ability to measure progress towards individual performance goals throughout the annual performance

planning period. The database is presently being upgraded to allow bureaus to provide updates through the internet. Departmental managers will also be able to access performance information more easily through this new system.

The Departmental management offices meet at mid-year with bureau deputy directors and planning staff to review progress, discuss data reporting, and address data discrepancies. We intend to meet with bureau leadership on a more regular basis to review performance data and to encourage self assessments using the Department's data verification and validation matrix. In addition, the Interior Management Council (IMC) has taken an active role in monitoring Departmental performance information. The IMC reviews summaries of the quarterly reports and addresses related issues as they arise.

### **Self Assessments**

The Department is developing new tools to help improve the accuracy and reliability of performance information. We have developed a verification and validation matrix for use by the bureaus and offices as a self-assessment tool to evaluate the controls in place for determining the accuracy and reliability of the performance information. The matrix involves a 5-tiered process to determine the accuracy of reporting the data; data standards and definitions; management checks and reviews; system integrity; and, system security. As the majority of the data is collected by the bureaus at the field level, the matrix additionally helps define and track the data collection and reporting process by identifying the primary data sources and gathering efforts; data entry; how the data is aggregated and reported; and how that data is to be utilized for GPRA and other documents.

Coordination with the Office of Inspector General (OIG) The Department coordinates with the OIG regarding the status of the performance data and information being reported in our GPRA documents. As the OIG becomes more familiar with using the GPRA performance information in audits, we expect to receive their assessments of our performance information and data systems. This will help Interior ensure accuracy and accountability in our reporting to Congress.

## 4.5 PROGRAM EVALUATIONS

Program evaluations are an important tool in analyzing the effectiveness and efficiency of our programs, and evaluating whether they are meeting their intended objectives. Our programs are evaluated through a variety of means, including performance audits, financial audits, management control reviews, and external reviews from Congress, OMB, and other organizations such as the National Academy of Public Administration and the National Academy of Science. We use self-assessments to verify that performance information and measurement systems are accurate and supportive of our strategic direction and goals. Data collection and reporting systems processes are reviewed and improved through the use of customer and internal surveys.

Interior also relies on outside reviews and audits of our strategic planning and performance management processes by GAO and the OIG. GAO has conducted several reviews of Interior's strategic plans and annual performance plans, as well as more specific reviews of individ-

ual bureau GPRA implementation efforts. These reviews have been very helpful in identifying best practices and focusing our attention on areas needing improvement. For example, GAO's report "National Park Service—Efforts to Link Resources to Results Suggest Insights for Other Agencies" (GAO/AIMD-98-113) commended the Park Service's approach of combining a bureau-wide plan with individual plans for each park unit, while recognizing the difficulty that many bureaus, including the Park Service, have had in linking performance goals to budget and accounting systems. In its FY 2000 Audit Plan, the OIG has identified performance measures that are related to the areas or programs being examined. OIG plans to incorporate analyses of performance measures as a part of their ongoing audit processes.

The annual performance plans for Interior's bureaus include more detailed discussions of specific performance evaluations and their relationship to the bureau programs. Some examples of planned program evaluations listed in the table 4.5.

**TABLE 4.5 REPRESENTATIVE PROGRAM EVALUATIONS**

<b>Bureau</b>	<b>Program/Goal</b>	<b>Methodology/Purpose</b>
<b>Goal 1: Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources</b>		
BLM	Fire management program; BLM goals 01.04.05 and 02.03.03	General program evaluation by team
OSM	Small Operator Assistance Program (SOAP) grants. Related to environmental protection goal.	Questionnaire to states with SOAP grants to determine proper program administration
<b>Goal 2: Provide Recreation for America</b>		
BOR	Providing quality recreation at BOR sites; BOR goal 1.6	IG audit on whether BOR maintained facilities according to Interior and BOR requirements; one source is BOR recreation compliance reviews and action plans.
<b>Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy</b>		
BLM	Grazing Permit renewals; BLM goal 01.02.02	Team evaluation of progress toward meeting congressional mandate on permit renewal
MMS	Follow-up audit of the Royalty Management Program	IG audit to determine whether MMS implemented recommendations in prior IG audit reports on controls for automated information systems.
<b>Goal 4: Provide Science for a Changing World</b>		
USGS	Hydrologic hazards, relates to USGS hazards goal	An external review of the program conducted by the National Academy of Public Administration.
USGS	Upper Midwest Sciences Centers, related to USGS environment and natural resources goal	An IG review of USGS support of the Corps of Engineers.
<b>Goal 5: Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities</b>		
BOR	Native American technical assistance program, BOR goal 1.4	Internal program evaluation of technical assistance and other accomplishments.
MMS	Indian Direct Payments program	An internal, alternative management control review. The scope of work is still being developed.

#### 4.6 CAPITAL ASSETS/CAPITAL PROGRAMMING

Interior has implemented the capital planning policies required by OMB's Circular A-11, Part III and OMB's Capital Programming Guide. Each year, the Department prepares a series of Capital Asset Plans and Justifications (Exhibit 300Bs) that are submitted to OMB. These plans are used to justify requests for funding major capital projects and for tracking the progress of projects toward meeting cost, scheduling, and performance goals. The Department established an Executive Review Committee in 1999 to oversee the budgeting and planning for major acquisitions by the Department and the bureaus. The Committee, which is chaired by the Assistant Secretary-Policy Management and Budget and includes representatives from the appropriate Departmental management offices, will review and approve Exhibit 300B plans prior to submission to OMB. The Committee will help to prioritize Departmental funding requests and ensure quality control and consistency in the Department's capital planning processes. While the Department will concentrate initially on the largest projects, the long term goal is to improve the acquisition process for all capital assets.

The Committee is also working with Interior's information technology community to address additional requirements of the Information Technology Management Reform Act of 1996. In FY 2000, Interior's Office of the Chief Information Officer contracted to acquire and install the Information Technology Investment Portfolio System (ITIPS), an automated tool used by many Federal agencies to track and report on capital (and other) investments. Although ITIPS was designed initially for the IT community, the system can be tailored to function well for other capital investments as well. In the coming months, as system installation and training take place, the Department's capital investment process will become more simplified and standardized.

The annual performance plans for Interior's bureaus include discussions of the relationships between major acquisitions contained in capital asset plans and specific performance goals, as appropriate. The bureau plans describe major acquisitions that will bear significantly on the achievement of performance goals. The table 4.6.1 summarizes the Department's 300B exhibits for FY 2001.

**TABLE 4.6 DEPARTMENT OF THE INTERIOR FY 2001 300B EXHIBITS**

Organization	Project
BLM	<ul style="list-style-type: none"> <li>• Grand Staircase-Escalante National Monument Facilities</li> <li>• Land and Records Information System</li> <li>• Incident Qualification and Certification System</li> <li>• Wild Horse and Burro System</li> <li>• Management Information System</li> </ul>
MMS	<ul style="list-style-type: none"> <li>• Royalty Management System Reengineering Project</li> <li>• Technical Information Management System</li> </ul>
USGS	<ul style="list-style-type: none"> <li>• Accessible Data Transfer</li> <li>• Global Seismic Network</li> <li>• National Water Information System</li> <li>• Hazard Support System</li> <li>• National Biological Information Infrastructure</li> </ul>
FWS	<ul style="list-style-type: none"> <li>• Rehabilitate Seawall, Tern Island NWR, HI</li> <li>• Dormitory, National Conservation Training Center, WVA</li> <li>• Federal Aid Information Management System</li> </ul>
NPS	<ul style="list-style-type: none"> <li>• Relocate Cape Hatteras Light Station, Cape Hatteras NS</li> <li>• Mather Point Transit Center, Grand Canyon NP</li> <li>• Elwha River Restoration, Olympic NP</li> <li>• Restore Forest, Build Day-Use Facility, Sequoia NP</li> <li>• Reconstruct El Portal Road, Yosemite NP</li> <li>• Reconstruct Yosemite Lodge Area, Yosemite NP</li> <li>• Visitor Facilities and Headquarters Complex, Wrangell-St. Elias NP</li> <li>• Everglades Modified Water Delivery, Everglades NP</li> <li>• Historic District Restoration, Grand Canyon NP</li> </ul>
BOR	<ul style="list-style-type: none"> <li>• Glen Canyon Dam Temperature Control Device</li> <li>• Horsetooth Dam</li> <li>• Clear Lake Dam</li> <li>• Pineview Dam</li> <li>• Salmon Lake Dam</li> <li>• Wickiup Dam</li> <li>• Deer Creek Dam</li> <li>• Keechelus Dam</li> <li>• Rocky Boys</li> </ul>
BIA	<ul style="list-style-type: none"> <li>• New Science Building, Southwest Polytechnic Institute, NM</li> <li>• Tuba City Boarding School, AZ</li> <li>• Baca Thoreau Consolidated Community School, NM</li> <li>• Lummi Tribal School, WA</li> <li>• Wingate Elementary School, NM</li> </ul>
OST	<ul style="list-style-type: none"> <li>• Trust Asset and Accounting Management System</li> <li>• Trust Funds Accounting System</li> </ul>
Departmental/ Multi-Office	<ul style="list-style-type: none"> <li>• Federal Financial System</li> <li>• Advanced Budget and Accounting Information System</li> <li>• Federal Payroll and Personnel System</li> <li>• Interior Department Electronic Acquisition System</li> </ul>

### Departmental/Multi-Office Systems

Interior's capital asset plans cover four major administrative systems that are used across the Department. Data for several Department-wide management goals in this overview are gathered compiled through these systems. The chart below shows the relationships between the Departmental information systems and the Department-wide management goals in this plan.

Departmental/ Multi-Office Information Systems (covered by 300Bs)	Related Departmental Management Goals
Federal Financial System	Number of unqualified (clean) audit opinions
Advanced Budget and Accounting Information System	Number of unqualified (clean) audit opinions
Federal Payroll and Personnel System	Increase in diverse workforce representation
Interior Department Electronic Acquisition System	Amount of purchase card transactions

### 4.7 USE OF NON-FEDERAL PARTIES IN PREPARING THE ANNUAL PERFORMANCE PLAN

This plan was prepared in conformance with Section 220.7 of OMB Circular A-11, Part 2. The Department of the Interior's annual performance plan was developed and prepared by Federal employees. In response to critical reviews by the GAO and Congress on the formatting and organization of our previous GPRA documents, the Department procured the services of a contractor to provide technical assistance to more effectively communicate the Department's and bureau's expected performance and results. This technical assistance involved design, layout, and editing assistance in preparing the Department's documents.

### 4.8 WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY

Interior's Annual Performance Plan Overview includes no requests for managerial accountability and flexibility.

# Appendix I

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Restore the Health of Public Lands	<p><b>Acres of Land Restored:</b> In FY 1999, 3,376,741 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.</p>
	<p><b>Hazardous Waste Sites Restored:</b> In FY 1999, increase the cumulative number of restoration projects to 65</p>
	<p><b>Hazardous Waste Sites Restored:</b> In FY 1999, increase the cumulative number of damage assessment projects resulting in settlements to 136.</p>
	<p><b>Hazardous Waste Sites Restored:</b> In FY 1999, increase the cumulative recoveries to 175% of cumulative appropriations.</p>

Target	Actual	Report
3,376,741 acres restored or enhanced.	<b>Goal achieved.</b> Cumulatively, this FY 1999 goal was exceeded by Interior with an estimated 3,472,215 acres restored or enhanced. Three out of four Interior bureaus exceeded their targets and one bureau achieved 97.8% of its acreage target.	OSM: 10,949 acres of land and water were reported reclaimed by tribes and states. However, these reports may include data from more than one fiscal year. OSM estimates that the actual 1999 total is 7,400 acres, meeting the goal target.  FWS: 3,230,866 acres enhanced or restored (97.8% of target).  NPS: 35,380 acres (14.7%) of disturbed lands restored, exceeding target.  BIA: Final FY 1999 numbers not yet available, but current estimates show that the goal of 55,000 acres reforested or improved was exceeded. Current estimate is 195,000 acres reforested or restored. Final numbers will be reported in the FY 2002 annual plan.
65 restoration projects	<b>Goal not achieved.</b> 59 restoration projects underway.	At the end of FY 99, a total of 59 restoration projects were underway. Implementation of restoration actions has been hindered by issues such as Trustee coordination, compliance with other laws like NEPA and ESA, and staffing resource issues at regional and field locations where available staff may be involved with other ongoing damage assessment cases.
136 settlements.	<b>Goal achieved.</b> 151 settlements.	A cumulative total of 151 settlements were reached, exceeding the goal. Some of these settlements were small in nature or may have involved bankruptcies.
Recoveries = 175% of appropriations.	<b>Goal not achieved.</b> Recoveries = 193% of appropriations.	As of the end of FY 1999, an cumulative amount equal to 193% of the cumulative annual appropriations had been received into the Restoration Fund. Over \$25 million was received during the year, including nearly \$12 million for restoration and past costs at the Saginaw Bay, MI site.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Maintain Healthy Natural Systems	<p><b>South Florida Ecosystem:</b> In FY 1999, federal agencies participating in the task force will acquire and/or extend offers on approximately 29,000 acres of land in the South Florida ecosystem, and the State of Florida will acquire and/or extend offers on approximately 33,000 acres of land in the South Florida ecosystem with funding provided through the Department of the Interior.</p>
	<p><b>South Florida Ecosystem:</b> In FY 1999, at least two species in South Florida will be eligible for reclassification from endangered to threatened.</p>
	<p><b>South Florida Ecosystem:</b> In FY 1999, the number of melaleuca infested public land areas will be reduced to about 352,000 acres. The number of acres of public lands infested with Brazilian Pepper and Old World Fern will be reduced consistent with the task force strategy developed.</p>
	<p><b>South Florida Ecosystem:</b> In FY 1999, establish and/or maintain 4 research and monitoring programs to determine the principle cause(s) of decline in coral reef communities in the Florida Keys.</p>
	<p><b>South Florida Ecosystem:</b> In FY 1999, the Central and South Florida Restudy Plan will be submitted to Congress.</p>
	<p><b>Fire Management:</b> In FY 1999, complete action on 15 steps in the Wildland Fire Safety Awareness Study.</p>

Target	Actual	Report
29,000 acres acquired by federal agencies.	<b>Goal not achieved.</b> 10,326 acres acquired by federal agencies (below target).	The FY 1999 federal acquisition target of 29,000 acres was established based on an anticipated FY 1999 appropriation of \$35 million for the East Everglades Expansion Area. However, NPS received \$20 million in FY 1999.
33,000 acres acquired by State of Florida with DOI funds.	<b>Goal achieved.</b> 43,336 acres acquired by State of Florida with federal funds (exceeding target).	The FY 1999 goal for acquisitions by the State of Florida using federal funds was exceeded, with the State acquiring 43,336 acres.
2 species eligible for reclassification	<b>Goal achieved.</b> 2 species eligible for reclassification in FY 1999	In FY 1999, the Bald Eagle was eligible for delisting and delisting was proposed, with final action to be taken in FY 2000. The crocodile is eligible for reclassification from endangered to threatened. Initial action for reclassification of the crocodile is proposed for FY 2000.
Reduce melaleuca-infested lands to 352,000 acres.	<b>Goal not achieved.</b> Melaleuca-infested lands were reduced to 359,000 acres.	By the end of FY 1999, the acres infested with melaleuca had been reduced to 359,000, which is 7,000 acres short of the goal. Severe weather conditions in 1999 in Florida limited treatment of infested acreage. Components of the invasive species strategy were completed in FY 1999 and are being implemented during FY 2000 and will be fully implemented by FY 2002.
Establish/maintain 4 research/monitoring programs.	<b>Goal achieved.</b> 10 programs in place.	This goal was exceeded with 10 programs in place in the Florida Keys National Marine Sanctuary to monitor the health and status of the nation's only living barrier coral reef ecosystem.
Submit plan to Congress	<b>Goal achieved.</b> Plan submitted to Congress.	The report was submitted to Congress in FY 1999.
Complete action on 15 steps.	<b>Goal achieved.</b> Action taken on 15 steps.	The 15 steps were completed for this goal. There will be no further reporting of this goal due to its very limited involvement of the fire program as an organization. Work will continue to complete the remaining tasks.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Maintain Healthy Natural Systems	<b>Fire Management:</b> By the end of FY 1999, 75 percent of bureau fire management plans will be revised.
	<b>Fire Management:</b> In FY 1999, 905,000 acres will be treated with fire.
	<b>Fire Management:</b> By the end of FY 1999, new standards will be established for 60 percent of key positions.
Protect and Recover Imperiled Species	<b>Species protected:</b> In FY 1999, 63 of 499 of the species populations listed a decade ago or more are improving and/or stable and 10 species are approved for removal from candidate or proposed status.
	<b>Species protected:</b> In FY 1999, 44 of 436 species in park areas show improved status, and 65 of 436 species in park areas have stable status.

Target	Actual	Report
75% of plans revised.	<b>Goal achieved.</b> 75% of plans were revised.	The goal of 75 percent was met for this task. There will be no further reporting of this goal due to its very limited involvement of the fire program as an organization. Work will continue to complete the remaining tasks.
905,000 acres treated with fire	<b>Goal not achieved.</b> 827,824 acres treated (Reporting is done on a calendar year, not fiscal year basis)	The final figure for this goal was 827,824 acres treated. The high occurrence of wildland fires during the summer and fall kept the crews active on their first priority, fighting fires to protect people, property and lands. Though we did not meet our planned target for acres treated, this is an acceptable outcome. When wildfires occur, fire crews and equipment must address this need before they can work on the prescribed burn goal. Whenever this situation occurs, the acreage treated is likely to fall below our performance target levels.
New standards for 60% of positions.	<b>Goal achieved.</b> New standards for 100% of positions.	This goal was exceeded with 100 percent of all positions established with common standards. This goal will no longer be reported since it has been completed.
63 of 499 of species populations listed 10 years or more are improving or stable.	<b>Goal achieved.</b> 90 species populations listed 10 years or more improving or stable.	90 species populations were improving or stable in FY 1999, exceeding the target. This is at the same time that the baseline has increased to 568 species.
10 species approved for removal from candidate or proposed status.	<b>Goal not achieved.</b> 7 species approved for removal from candidate or proposed status.	The target of 10 species removed from candidate or proposed status was not met. FWS actions precluded the need to list 7 species in decline.
44 species improved, and 65 species stable.	<b>Goal achieved.</b> 54 species were improved, and 78 species were stable	The target for improving and stable threatened and endangered species was exceeded. In FY 1999, 54 species were improved and 78 species were stable.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Protect and Restore Cultural Resources	<p><b>Cultural Resources in Good Condition:</b> By September 30, 1999, 47.7% (11,051 of 23,167) structures are in good condition.</p>
	<p><b>Cultural Resources in Good Condition:</b> By September 30, 1999, following finalization of baselines in FY98, set target that 33.9 % of 239 landscapes on the Cultural Landscape Inventory, in 1998, are in good condition.</p>
<b>Goal 2: Provide Recreation for America</b>	
Provide quality experiences to visitors on federal lands and facilities	<p><b>Visitor Satisfaction:</b> In 1999, 95% of national park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.</p>
	<p><b>Visitor Satisfaction:</b> In 1999, 73% of BLM recreation users are satisfied with their experience.</p>
Provide for Safe Visits to Public Lands	<p><b>Visitor Accident-Incident Rate:</b> In FY 1999, NPS will reduce the visitor accident-incident rate by 6% from the NPS five year average (to 8.91 accidents/incidents per 100,000 visitor days).</p>
<b>Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy</b>	
Ensure Environmentally Sound Development	<p><b>Cost-Effective Power Production:</b> In FY 1999, attain power production costs per megawatt hour (MWH) that rank in upper 25th percent for comparable hydropower facilities, as normalized by comparing FY 1999 water supply with the 10-year average water supply.</p>

Target	Actual	Report
11,051 structures in good condition.	<b>Goal not achieved.</b> 10,659 structures in good condition.	This goal was not met. The condition of 674 structures improved from fair or poor to good, but this is 392 structures fewer than predicted. The number of historic structures maintained in FY 1999 increased to 24,225 and this is reflected in a new baseline for FY 2001.
33.9% of cultural landscapes in good condition.	<b>Goal not achieved.</b> 31.4% of cultural landscapes in good condition.	This goal was not met. There were 590 cultural landscapes maintained by the NPS in FY 1999. Of the 236 assessed for condition only 31.4 percent (74) were in good condition.
95% satisfaction	<b>Goal substantially achieved.</b> 94% satisfaction.	Survey results showed a 94% satisfaction level with park facilities, services, and recreational opportunities. The difference between the projected target and the actual results is not significant.
73% satisfaction.	<b>Goal achieved.</b> 93% satisfaction.	Survey results showed a 93% satisfaction level. The target of 73% was set without the benefit of a baseline. As a result of the higher-than-expected performance, BLM has increased its target levels for subsequent years.
8.91 accidents-incidents per 100,000 visitor days.	<b>Goal achieved.</b> 7.24 accidents-incidents per 100,000 visitor days.	Parks reported a rate of 7.24 accidents-incidents per 100,000 visitor days, an almost 24% decrease from the baseline rate.
\$2.57 per megawatt hour	<b>Goal achieved.</b> \$1.66 per megawatt hour.	BOR exceeded the target and achieved costs of \$1.66 per megawatt hour. BOR exceeded the target both in dollar amount and in ranking because it achieved greater than the 75th percentile. As this goal is currently measured, costs per megawatt hour may fluctuate per year depending upon water availability.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy</b>	
Ensure Environmentally Sound Development	<p><b>Pacific Northwest Forest Plan:</b> In FY 1999, 35,000 acres of Oregon and California Grant Lands will be restored.</p>
	<p><b>Pacific Northwest Forest Plan:</b> In FY 1999, 80 species critical to forest health conditions will be surveyed, and 49 Habitat Conservation Plans (HCP's) will be implemented</p>
	<p><b>Pacific Northwest Forest Plan:</b> In FY 1999, 168 employment opportunities will be created and 20 dislocated workers will be trained.</p>
	<p><b>Pacific Northwest Forest Plan:</b> In FY 1999, 213.5 mmbf of timber will be offered for sale.</p>
	<p><b>Pacific Northwest Forest Plan:</b> In FY 1999, the streamlined ESA section 7 consultation process will be used to review timber sales in 60 days or less instead of the 135 days.</p>
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<p><b>Fair Return of Value to the Public for Minerals:</b> For FY 1999, the ratio of high bids received for OCS leases to the greater of MMS's estimate of value or the minimum bid does not decrease below the 1989-1995 average level of 1.8 to 1.</p>

Target	Actual	Report
35,000 acres restored.	<b>Goal achieved.</b> 35,055 acres restored.	Western Oregon's monitoring process identified 36,500 acres for restoration treatments at the end of FY 1998. 35,000 acres were programmed for high priority treatment to be accomplished during FY 1999. This goal was surpassed by 55 acres.
80 surveys completed.	<b>Goal achieved.</b> 80 surveys completed.	80 surveys were completed on BLM lands in FY 1999. This brings the total number of surveys completed to 1,137.
49 HCPs implemented.	<b>Goal not achieved.</b> 13 HCPs implemented.	13 HCP's were implemented in FY 1999.
168 job opportunities created.	<b>Goal achieved.</b> 168 job opportunities created.	The goal to create 168 job opportunities was achieved. The jobs supported fish habitat restoration projects in support of the Governor of Oregon's Coastal Salmon Restoration Initiative.
20 workers trained.	<b>Goal achieved.</b> 20 workers trained.	20 dislocated workers were trained in FY 1999.
213.5 mmbf offered for sale.	<b>Goal not achieved.</b> 61.7 mmbf offered for sale.	In FY 1999, BLM intended to offer 213.5 mmbf of timber for sale. However, two lawsuits affecting timber sale programs resulted in a timber sale offering of only 61.7 mmbf. Most of this volume was offered in the first quarter of FY 1999. In March 1999, a court injunction halted the preparation of most timber sales scheduled for the remainder of FY 1999.
ESA consultations completed in 60 days or less.	<b>Goal achieved.</b> ESA consultations were completed in 60 days or less.	This goal was met in FY 1999. In one fiscal quarter, consultations were completed in 41 days, in another quarter they were completed in 59 days.
1.8 to 1 ratio	<b>Goal achieved.</b> 1.8 to 1 ratio accomplished.	This performance goal is an annual index which was met for FY 1999. The MMS has worked to keep pace with the oil and gas industry's technology in preparing geological interpretations for lease tract valuation

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 4: Provide Science for a Changing World</b>	
Add to the Environmental and Physical Science Knowledge Base	<b>Improve environmental and natural resource information:</b> In FY 1999, 40 long-term data collection/data management efforts and data infrastructures will be improved.
	<b>Improve environmental and natural resource information:</b> In FY 1999, improve and develop 6 new decision support systems and predictive tools for decision making.
Increase Hazard Knowledge and Warning	<b>Improve prediction and monitoring of hazardous events:</b> In FY 1999, USGS will deliver to customers 14 Risk Assessments of particularly vulnerable areas of natural disaster.
	<b>Improve prediction and monitoring of hazardous events:</b> In FY 1999, USGS will increase by 20 the cumulative number of real time earthquake sensors.
<b>Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities</b>	
Protect Indian Trust Assets	<b>Protect natural resource assets:</b> In FY 1999, BIA will complete repair construction on 15 dams (cumulative).
Improve the Indian Quality of Life	<b>Improve facilities and services:</b> In FY 1999, 849 housing applicants will receive repair and replacement work on homes, and 15 Tribes will operate comprehensive welfare plans.

Target	Actual	Report
40 data collection/data management efforts and data infrastructures will be improved.	<b>Goal achieved.</b> 40 data collection/data management efforts and data infrastructures were improved.	In FY 1999, this performance goal was achieved with 40 data collection efforts and data infrastructures.
6 new decision support systems and predictive tools.	<b>Goal achieved.</b> 7 new decision support systems and predictive tools.	In FY 1999, 7 new decision support systems and predictive tools were developed or improved, exceeding this goal.
14 Risk Assessments.	<b>Goal achieved.</b> 16 Risk Assessments.	In FY 1999, USGS delivered 16 Risk Assessments of particularly vulnerable areas of natural disaster, exceeding the target.
20 improved earthquake sensors.	<b>Goal achieved.</b> 20 improved earthquake sensors have been installed.	In FY 1999, USGS installed 20 improved earthquake sensors, meeting the target (120 cumulative sensors).
15 dams repaired	<b>Goal not achieved.</b> 14 dams repaired.	The BIA was able to repair and rehabilitate only one more dam in FY 1999 for a cumulative total of 14. The target of 15 dams could not be accomplished because repair and reconstruction of the Weber Dam in Nevada was delayed until issues related to the endangered Lahontan cutthroat trout could be resolved with the FWS.
849 housing applicants receive home repair and replacement work.	<b>Goal not achieved.</b> 800 housing applicants received home repair and replacement work.	In FY 1999, the Housing Improvement Program renovated 635 existing homes and constructed 165 new homes. BIA fell 49 projects short of the proposed target. BIA has reviewed the program processes and the new housing reporting formats and developed more reasonable targets within appropriated funding to ensure the best use of resources.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities</b>	
Improve the Indian Quality of Life	<p><b>Improve facilities and services:</b> In FY 1999, 849 housing applicants will receive repair and replacement work on homes, and 15 Tribes will operate comprehensive welfare plans.</p>
	<p><b>Improve quality of education:</b> In FY 1999, to improve the quality of education, 94.5% of schools will be accredited</p>
Improve Management of Island Communities	<p><b>Improve government services:</b> In FY 1999, financial management improvement plans will be completed for 3 of the 7 insular governments, and all 7 governments will complete audited financial reports.</p>
<b>Managing for Excellence and Accountability</b>	
Lead People to Succeed	<p><b>Increase in diverse workforce representation:</b> In FY 1999, diverse representation in Interior's workforce will have increased at least 1.1% from the FY 1997 base.</p>
	<p><b>New training and development programs:</b> In FY 1999, develop one new training and development program module focusing on the career development needs expressed by the Bureaus.</p>
Provide the Services and Technology to Manage	<p><b>Year 2000 date change:</b> By March 31, 1999 ensure the Department's critical information systems and processes have been remediated and are operating correctly for the Year 2000 date change.</p>

Target	Actual	Report
15 Tribes operate comprehensive welfare plans.	<b>Goal achieved.</b> 16 Tribes operate comprehensive welfare plans.	BIA's target of 15 Tribes operating comprehensive welfare plans was exceeded by one. Welfare-to-Work reforms and improved regulations helped BIA exceed the performance target.
94.5% of schools accredited.	<b>Goal achieved.</b> 99% of schools were accredited	In FY 1999, BIA exceeded the target by having 99% of schools accredited.
3 financial management plans completed.	<b>Goal achieved.</b> 4 financial management plans completed.	The FY 1999 goal was exceeded. 4 island governments now have financial management improvements plans.
1.1% increase from FY 1997 base	<b>Goal achieved.</b> 1.4% increase from FY 1997 base	In FY 1999, diverse representation in Interior's workforce was increased by 1.4% from the FY 1997 base, exceeding the target.
Establish 1 new training program	<b>Goal achieved.</b> 1 new training program was established.	Interior established a new employee orientation and acculturation training program in FY 1999. The program was presented to senior leaders within the Department and from the bureaus in September 1999 and received both approval and funding.
90 mission-critical information systems remediated.	<b>Goal achieved.</b> All of Interior's 90 mission critical systems were remediated prior to the March 1999 due date.	In March 1999, Interior became the first cabinet agency to complete renovation and place back into service all mission critical systems, ahead of the OMB due date. Many of Interior's 90 mission critical systems were completed 4 to 5 months ahead of schedule. Congress consistently awarded the Department top grades for work on Y2K, and other Federal agencies requested Interior's advice and assistance. The actual Y2K rollover was completely successful for Interior and all its bureaus, with all major systems and all critical sites maintaining full functioning.

## *FY 1999 Annual Performance Report At-a-Glance Table*

Long-Term Goal	FY1999 Annual Goals
<b>Managing for Excellence and Accountability</b>	
Provide the Services and Technology to Manage	<p><b>Amount of purchase card transactions:</b> In FY 1999, Purchase card transactions will exceed \$275 million.</p>
	<p><b>Museum objects inventoried:</b> In FY 1999, 38.2 million museum objects will be inventoried (cumulative).</p>
Ensure Financial and Managerial Accountability	<p><b>Number of unqualified (clean) audit opinions:</b> In FY 1999, Interior will receive nine unqualified (clean) audit opinions</p>
Provide Safe and High Quality Places of Work	<p><b>Facilities maintenance and capital improvements:</b> In FY 1999, DOI will 1) complete first Five-Year Plans, primarily emphasizing the highest priority critical health and safety and resource protection projects; 2) develop standards for condition assessments; and 3) refine requirements for maintenance management systems that provide common data elements.</p>
	<p><b>Completion of environmental audits:</b> In FY 1999, establish a baseline of environmental audit activities and programs across the Department.</p>

Target	Actual	Report
\$275 million in purchase card transactions.	<b>Goal achieved.</b> \$312 million in purchase card transactions.	Purchase card transactions in FY 1999 exceeded \$312 million. Because of this higher-than-expected performance level, Interior has increased its target levels for subsequent years.
38.2 million museum objects inventoried (cumulative).	<b>Goal achieved.</b> 41.7 million museum objects inventoried (cumulative).	41.7 million museum objects were inventoried by the end of FY 1999. The Department completed the accurate inventory of 5.3 million museum objects during FY1999, 3.5 million above our target goal of 1.8 million objects, and 14.6% above our FY1998 baseline.
9 clean audit opinions	<b>Goal partially achieved.</b> 8 clean audit opinions (OIG did not express an opinion on MMS financial statements)	The Department received eight unqualified (clean) opinions. The Office of the Inspector General did not express an opinion on the Minerals Management Service's financial reports in FY 1999, and the Bureau of Indian Affairs received a qualified opinion, as anticipated. MMS was unable to prepare auditable bureau-level financial statement information in time for FY 1998, therefore, this information will be audited jointly with FY 1999 data.
Complete Five-Year Plans, develop standards for condition assessments, and refine requirements for maintenance management systems.	<b>Goal achieved.</b> Five-Year Plan completed, guidance for conducting facilities condition assessments issued, and established data standards for maintenance management systems.	In FY 1999, Interior 1) completed the Five-Year Plan for FY 2000 and initiated development of the Plan for FY 2001; 2) issued guidance to the bureaus for conducting facilities condition assessment surveys; and 3) established standard facilities-related data elements and definitions that the bureau will incorporate into facilities management systems. Interior also established a Facilities Management Systems Partnership to coordinate the development and use of Departmental facilities management systems
Establish baseline.	<b>Goal achieved.</b> Baseline of 50% established (cumulative).	In FY 1999, the Department established a baseline that 50 percent of the Department's facilities had completed initial environmental audits (cumulative).

# Appendix II

## *At-a-Glance View of FY 2000 Performance*

Long-Term Goal	FY 2000 Annual Goal
<b>Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources</b>	
Restore the Health of Public Lands	<b>Acres of Land Restored:</b> In FY 2000, 2,465,000 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.
	<b>Hazardous Waste Sites Restored:</b> In Fiscal Year 2000, increase the cumulative number of restoration projects to 75 increase the cumulative number of damage assessments resulting in settlements to 145, and to increase the cumulative percentage of funds received into the Restoration Fund equal to 205% of the cumulative annual appropriations.
Maintain Healthy Natural Systems	<b>South Florida Ecosystem:</b> In FY 2000, Federal agencies participating in the South Florida task force will acquire approximately 26,000 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 99.042 acres of land in the South Florida ecosystem of which 3,755 will be acquired with funding provided through the Department of the Interior.
	<b>Fire Management:</b> By 2000, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1.0 million acres
Protect and Recover Imperiled Species	<b>Species Protected:</b> In FY 2000, 197 of 568 species populations listed a decade ago or more are improving or stable, 57 species are approved for removal from candidate or proposed status, 57 of 442 species in park areas show improved status, and 80 of 442 species in park areas have stable status.
Protect and Restore Cultural Resources	<b>Cultural Resources in Good Condition:</b> At the end of FY 2000, 47% of 23,167 historic structures are in good condition and 35.2% of 236 cultural landscapes are in good condition against baseline.

## At-a-Glance View of FY 2000 Performance (continued)

Long-Term Goal	FY 2000 Annual Goal
<b>Goal 2: Provide Recreation for America</b>	
Provide quality experiences to visitors on federal lands and facilities	<b>Visitor Satisfaction Rate:</b> FY 2000 target levels are 95% satisfaction for NPS visitors, and 93% satisfaction for BLM visitors.
Provide for Safe Visits to Public Lands	<b>Visitor Accident/Incident Rate:</b> The FY 2000 target is to reduce the NPS visitor accident/incident rate to 8.82 incidents per 100,000 visitor days.
<b>Goal 3: Provide Recreation for America</b>	
Ensure Environmentally Sound Development	<b>Authorize Sustainable Grazing and Timber Production:</b> In FY 2000, authorize 3,456 livestock grazing allotments, and attain power production costs per Megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.
	<b>Pacific Northwest Forest Plan:</b> In FY 2000, offer 211 mmbf of timber for sale, and restore 35,000 acres of forested lands.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<b>Fair Return of Value to the Public on Minerals:</b> In FY 2000, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 to 1 and ensure payments are at least 90% of the expected value at the due date for 35% of properties.
<b>Goal 4: Provide Science for a Changing World</b>	
Add to the Environmental and Physical Science Knowledge Base	<b>Improve Environmental and Natural Resource Information:</b> In FY 2000, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by maintaining 46 long-term data collection/data management efforts, and develop 6 new decision support systems and predictive tools.
Increase Hazard Knowledge and Warning	<b>Improve Prediction and Monitoring of Hazardous Events:</b> In FY 2000, deliver to customers 10 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 900 the cumulative number of real-time earthquake

*At-a-Glance View of FY 2000 Performance (continued)*

Long-Term Goal	FY 2000 Annual Goal
<b>Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities</b>	
Protect Indian Trust Assets	<p><b>Protect Natural Resource Assets:</b> In FY 2000, 95 % of requests for Technical Assistance for Mineral Operations on Indian lands will be completed, and 16 dams (cumulative) will have repair construction completed.</p>
	<p><b>Protect Fiscal Resources for Tribes and Indians:</b> By the end of FY 2000, facilitate the growth of Trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners, and have all of BIA Regional Offices (12) using both the Trust Funds Accounting System (TFAS) to ensure accurate accounting, collection, investment, and disbursement of Tribal and individual Indian trust funds; and the Trust Asset and Accounting Management System (TAAMS) to ensure that land title ownership information is current and accurate and that income derived from these lands are properly collected and allocated.</p>
Improve the Indian Quality of Life	<p><b>Improve Facilities and Services:</b> In FY 2000, 1,348 housing applicants will receive repair and replacement work on homes, 5,700 (cumulative) miles of existing BIA system roads will be maintained, and 25 Tribes will operate comprehensive welfare plans.</p>
	<p><b>Improve Indian Education:</b> In FY 2000, to improve the quality of education, 100% of schools will be accredited, 47% of students will be proficient in Math and 45% of students will be proficient in Language Arts, and 1,000 of new/replacement computers (cumulative) will be provided for classroom use.</p>
Improve Management of Island Communities	<p><b>Improve Government Services:</b> In FY 2000, financial management improvement plans will be completed for 5 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to 0.45.</p>

## At-a-Glance View of FY 2000 Performance (continued)

Long-Term Goal	FY 2000 Annual Goal
<b>Managing for Excellence and Accountability</b>	
Lead People to Succeed	<b>Increase in Diverse Workforce Representation:</b> Diverse representation in Interior's workforce will increase by at least 2.1% from 1997 levels.
	<b>New Training and Development Programs:</b> Develop and implement at least 1 new training program.
Provide the Services and Technology to Manage	<b>Amount of Purchase Card Transactions:</b> Purchase card transactions will exceed \$333 million.
	<b>Museum Objects Inventoried:</b> Accurately inventory 2 million museum objects (for a cumulative total of 43.7 million)
Ensure Financial and Managerial Accountability	<b>Number of Unqualified (clean) Audit Opinions:</b> Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.
	<b>Resolution of Material Weaknesses and Management Risks:</b> Complete implementation of 65 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 70 percent of corrective action plans for material weaknesses by their original target date.
Provide Safe and High Quality Places of Work	<b>Facilities Maintenance and Capital Improvements:</b> Complete 30 percent of repair and construction projects funded through the Department's Five-year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year.
	<b>Completion of Environmental Audits:</b> Complete initial environmental audits of 70 percent of all Interior facilities (cumulative).



**FOR FURTHER INFORMATION, CONTACT:**

Office of Planning and Performance Management

US. Department of the Interior

1849 C Street, N.W.

Washington, DC 20240

Email: [jeffrey\\_p\\_zippin@os.doi.gov](mailto:jeffrey_p_zippin@os.doi.gov)

Website: <http://www.doi.gov/ppp/>

